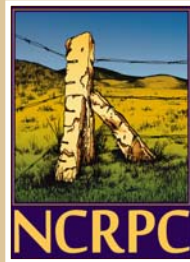


North Central Regional Planning Commission

2014-2019 Comprehensive Economic Development Strategy (CEDS)



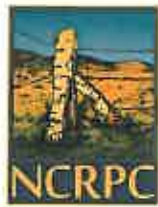
For Clay, Cloud, Dickinson, Ellsworth, Jewell,
Lincoln, Marshall, Mitchell, Ottawa, Republic,
Saline and Washington Counties located
in northern Kansas.

Prepared March 2014



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Economic Development Administration (EDA)



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Introduction

Since 1973, when North Central Regional Planning Commission (NCRPC) was formally organized by the initial eight (8) counties the organization has worked attentively with it's stakeholders – the cities and counties of North Central Kansas. The charter counties included Cloud, Ellsworth, Jewell, Lincoln, Mitchell, Ottawa, Republic and Saline. In 1972, Kansas Statutes Annotated 12-716 et seq. (now K.S.A. 12-744) enabled regional organizations such as NCRPC to form as a multi-county planning organization. In the early years it was devoted to generating land use plans and housing studies for the membership. In 1980, the NCRPC was designated an Economic Development District by the U.S. Department of Commerce, Economic Development Administration. Since that time the organization has advanced to be a comprehensive community development and planning entity based on K.S.A. 12-744 and formed by K.S.A. 12-2901 et seq. that provides a variety of staff assistance to cities and counties within the historic planning area at their request.

The NCRPC also provides services for reimbursement in a broader area due to state agency assignment or a lack of specialized service provision. While services vary as to type, service is provided at the will of a state agency, other regional organization or local government.

The NCRPC structure makes possible for it to focus on problem solving in three (3) principal fields, these being: Community Development Project Planning; Housing; and Business Support & Finance. Community Development & Planning activities include business, economic and infrastructure development, health service planning, and provision of services involving information technology. Housing activities focus on improving the energy efficiency and the rehabilitation of existing houses, the delivery of special inspection services and Low Income Housing Tax Credit (LIHTC) management services. Business development seeks and acquires sources of finance for new or expanding businesses and research and support services that directly or indirectly aid business development.

Over these past four (4) decades and more the vast effort of staff and the governing body has been to assist individuals and the region has a whole to solve concerns related to infrastructure and quality of life needs. In more recent years additional efforts have broadened to also aid private enterprise access the financial resources so they can better create, expand or retain business operations and their workforce for such. The NCRPC is solidly focused on the physical and human challenges in the region being served. But, in the global economy of today more effort is required to maintain or compete for long-term betterment.

The NCRPC now consists of twelve (12) counties in the primary economic development district. This configuration was blessed by the Office of Governor Parkinson in 2009 and by the U.S. Department of Commerce Economic Development Administration soon thereafter. The North Central Regional Planning Commission acts as the EDD for the upper twelve counties of Kansas in the central section of it. The designated counties include Clay, Cloud, Dickinson, Ellsworth, Jewell, Lincoln, Marshall, Mitchell, Ottawa, Republic, Saline and Washington.

Since the early 2000's, the NCRPC has taken steps to better provide for human resource development and to prepare for the generational shift associated with the beginning retirement of the "Baby Boomers" and the arrival of the "Gen X" and "Millennial" groups. This action was prompted by the fact individuals and organizations alike have requirements that are not being uniformly addressed by state programs or service providers within the region.

Individual leadership and board development, along with market identification, market access and development, production control systems, financial management techniques, workforce training, amongst others, are just some examples of services communities need in order to remain competitive. The NCRPC believes it can play a role in this avenue, as a catalyst, not as a primary driver.

A regional approach is important, if not key?

Defined regions add value to critical mass by compulsory for singular places to compete in the global economy. We no longer live in a time when our rural cities can or should work in isolation as has been the past habit of most. However, this mass becomes effective only if counties and cities first have the opportunity and desire to work with one another. A regional organization like the NCRPC provides the network necessary to generate that possibility. The want remains as a responsibility of the individual.

Community Development Perspective

The overall process of community development is changing due to an ever present global economic impact on regions. Residents of a community can only work and accumulate wealth when the area far beyond the local level is relationally impacted. Success in a local region needs continuous growth in leadership and business services; the first to develop a vision of the future and to commit resources; the second to satisfy oft-changing business needs. Cooperation, collaboration and planning are key aspects of such. To succeed, stakeholders must invest long-term with their commitments of time and resources.

North Central Kansans Can Be Involved

You are invited to join us in our efforts to make North Central Kansas a better place to live. You are a stakeholder in this region and there are many opportunities for you to become involved, one being to provide input into our Comprehensive Economic Development Strategy process. As you read the contents of this document provided here, please feel free to contact the NCRPC office with any comments you might like to make concerning what it presents or with any suggestions you might have concerning the growth and development of North Central Kansas. The easiest means of making contact is to go to the "Contact Us" section of our website and follow the simple instructions provided.

NCRPC EXECUTIVE BOARD ROSTER, January, 2014

1. GOVERNMENT REPRESENTATIVES (51-65%)

Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Karen Brumbaugh	Ottawa County	County Commissioner
Craig Chamberlin	Dickinson County	County Commissioner
Tom Claussen	Mitchell County	County Commissioner
Hannah Stambaugh	Saline County	Director, Emergency Management
Gerald Huehl	Lincoln County	County Commissioner
Gary Ouellette	Washington County	County Commissioner
Kermit Rush	Ellsworth County	County Commissioner
Frank Rytch	Republic County	County Commissioner
Tim Vandall	City of Ellsworth	City Administrator

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives: *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one)*

Name	Company / Enterprise	Position
Bob Connell	Westar Energy	Field Manager
Jon Blanchard	RiverDance Associates (design)	Owner-Operator
Johnita Crawford	Gluten Free Essentials, Inc.	Owner/Manager
Dwight Frost	Frost Seeding Service	Owner-Operator
David Thurlow	Thurlow Farms	Owner-Operator

B. Stakeholder Organization Representatives: *Executive directors of chambers of commerce, economic development or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Heather Hartman	Solomon Valley Econ.Dev.	Director

3. AT-LARGE REPRESENTATIVES (0-14%)

Individuals who represent the principal economic interests of the region. (No min. required)

Name	Area of Interest	Background
Brian Eilert	Finance	FNBank Vice Pres. appt.by Bank Pres.

CALCULATIONS

	Number	Percent
1. Government Representatives (51-65%)	9	<u>56%</u>
2. Non-Government Representatives (35-49%)	6	<u>38%</u>
A. Private Sector Representatives (at least 1)	<u>5</u>	
B. Stakeholder Organization Representatives (at least 1)	<u>1</u>	
3. At-Large Representatives (0-14%)	1	<u>6%</u>
Total Board Membership	16	100%

Background

This Comprehensive Economic Development Strategy, or hereafter referred to as “CEDS”, is the culmination of efforts by the regional community of North Central Kansas to review, understand and further address regional economic conditions. The U.S. Department of Commerce Economic Development Administration (EDA), states:

“A CEDS should promote economic development and opportunity, foster effective transportation access, enhance and protect the environment, and balance resources through sound management of development. For the purposes of these guidelines, the term “region” refers to areas that have been defined economically, environmentally, or geographically as appropriate for addressing economic development and related challenges.”

The CEDS document should be short and easily accessible. The general public, government decision makers, and business investors should be able to use it as a guide to understanding the regional economy and to taking action to improve it.

The CEDS document is mandated by the EDA to authorized Economic Development Districts (EDD) throughout the United States. It is the desire of the EDA, the governing body of NCRPC, with the CEDS Strategy Committee to provide this document for the reference of economic conditions, development strategies, and projects throughout the twelve county region.

A CEDS is designed to bring together the public and private sectors in the creation of an economic roadmap to broaden and fortify regional economies. The CEDS analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifies investment priorities and funding sources. The NCRPC CEDS is an expressed set of strategies developed to make use of the human and natural resources available in North Central Kansas in order to better the economy of the region.

CEDS Process

The CEDS process is driven by the CEDS Committee and involves setting goals, examining options to reach them and the selection of courses of action. Done properly, it is continuous and guides the economic growth of the region by coordinating the efforts of the regional planning commission, local economic development agencies, local governments and private industry specific to the development of North Central Kansas.

CEDS Organization & Management

The CEDS Committee is comprised of representatives from the North Central Regional Planning Commission, state agencies, community representatives, business leaders, social service agencies and other interested persons and oversees the CEDS process. Effort is made to have representation from all economic interests in the region. The organization and staffing for the

NCRPC CEDS builds upon the existing regional development corporation. The CEDS Committee is charged with overseeing the future economic policies affecting the region and to introduce activities that have a positive impact on the region's economy. This is achieved by their direction and endorsement of all critical CEDS components including the development of goals, policies and projects. (See a list of names and affiliations of CEDS Committee membership on the Strategy Roster following)

STRATEGY COMMITTEE ROSTER, 2014

1. PRIVATE SECTOR REPRESENTATIVES *(At least 51%)*

Name	Company	Position
Leon Atwell	Advancing Rural Prosperity Inc.)	Owner
Jon Blanchard	River Dance Design	Owner-Manager-Landscape Architect
Johnita Crawford	Gluten Free Essentials, Inc.	Owner-Operator
Brian Eilert	First National Bank of Beloit	V.P. Loan Officer per President Ron Evert
Dwight Frost	Frost Seeding Service	Owner-Operator
Luke Mahin	JenRus Freelance Marketing	Assistant. Manager
David Thurlow	Thurlow Farms	Owner-Manager
Barb Wise	OCCK Inc.	Workforce Manager per CEO
Mallory Wittstruck	Farmway Co-op, Inc.	Communications Director per Exec. Director Art Duerksen

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

Name	Area of Interest	Position
Hannah Stambaugh	Local Government	Saline County Emergency Manager appointed by SA County Commissioners
Janelle Dockendorf	Local Government	Dickinson County Finance/E.D. Director
Laura Birrell	Higher Education	Program Mgr., Salina Area Tech College
Lori Huber	Economic Development	Director Clay Co. Comm. Development
Heather Hartman	Economic Development	Solomon Valley Econ Dev/Chamber Dir.
Kermit Rush	Local Government	Ellsworth County Bd of Commissioners
Frank Rytych	Local Government	Republic County Bd of Commissioners
Tim Vandall	Local Government	Ellsworth City Administrator

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	<u>9</u>	<u>53%</u>
Representatives of Other Economic Interests (no more than 49%)	<u>8</u>	<u>47%</u>
Total Committee Membership	<u>17</u>	<u>100%</u>

Regional Characteristics and Resources

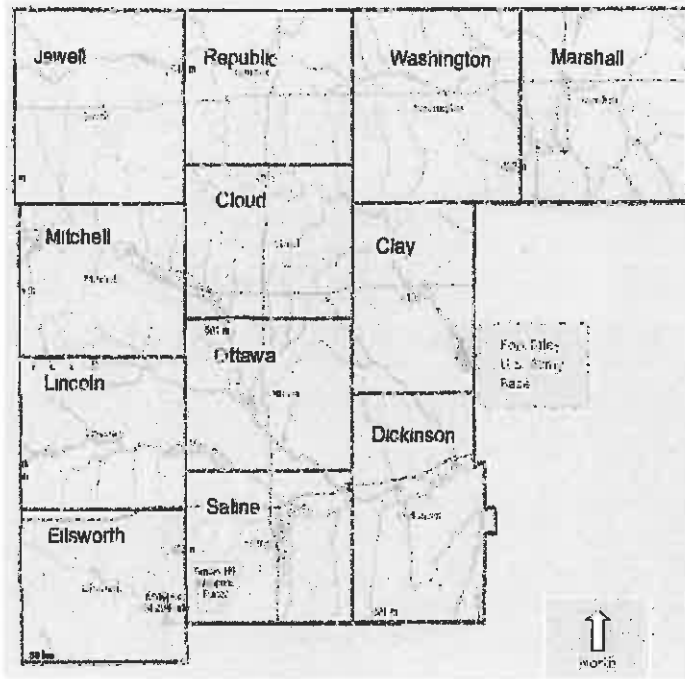
North Central Kansas has seen reserved but promising income improvement and employment growth in the past two years since the national recession waned. Many employers of varied sizes have returned to hiring and several have had or are undergoing notable expansions. Large employers such as Landoll Corporation of Marysville and Great Plains Manufacturing (in several region cities) continue to grow their domestic as well as overseas agricultural equipment markets. Mid-size employers such as GT Manufacturing and Reinke Manufacturing each had one of their best revenue years in 2013. GT was a top three placer in the Governor's Exporter of the Year competition in Kansas for 2012. Reinke completed its new 20,000 square foot irrigation equipment production facility in Belleville and is in the process of adding 50 persons to the region's workforce as a result. Other positive developments of smaller service and industrial entities have occurred with the expansion of Western Extralite electrical warehousing in Salina, new facility purchase for Bourbon Trailers of Jewell, the re-opening of Wardcraft Home, a modular house builder in Clay Center, the newish development of Kohler Manufacturing near Beloit, and a new facility for Rawhide Corral of Abilene.

Also observed has been the return to job retainage and modest growth again for Solomon Corporation in Solomon, Alstom Power Preheater of Concordia, Tony's Pizza of Salina, Hutch Mayrath in Clay Center, and G.L. Huyett at Minneapolis. Finally, construction of large structures is underway for expanding Vortex Corporation of Salina and AGCO Sunflower of Beloit. Many health care facilities have also increased in scope, service provision and scale in the past three years. These include Marshall County, Lincoln County, Mitchell County, Abilene Memorial and Salina Regional Hospitals. Small service sector operations such as Gordon Sink and Gilmore Accountants and various agricultural implement dealers have also built new facilities and added skilled staff creating greater wealth in the area. Many other employers of size remain steady. Fortunately, but inevitably, job loss has also occurred in recent history. The loss of a plastic fabricator in Ottawa County, an aircraft assembler in Salina and a large part of the central administration for Alco Stores in Abilene has impacted local as well as regional economies. Additionally, the recent downsizing of civilian workers at the United States Army base of Fort Riley has mostly challenged home places such as Junction City and Manhattan but also the adjacent Clay and Dickinson Counties in the north central region. Fortunately, much of the vast region has experienced stability and for the next year skilled and less skilled employment opportunities appear abundant. In general, the general workforce outlook is hopeful for over the next five (5) years.

Geography

The North Central Regional Planning Commission serves a territory composed of twelve (12) counties and eighty-four (84) corporate places. It spans almost 9,000 square miles and can be seen as the shaded area in the map below. The average size of each city or corporate place within these bounds is less than 2,000 people with the range in size being 50,000 to 21 residents.

Map 1- NCRPC Economic Development District



There are four (4) physiographic provinces present in the region, these being the Glaciated Region found in the northeast corner; the Flint Hills area that runs along the eastern border; the Smoky Hills that dominates the region; and the High Plains in the northwest corner. Physical relief varies no more than 100 feet in any one locale with elevation throughout the region ranging from 1,200 feet above sea level in the southeast area to 1,800 feet in the northwest.

Six (6) rivers make their way through the region, these being the Big Blue, the Little Blue, the Republican, the Solomon, the Saline and the Smoky Hill rivers. Hundreds of small creeks further dissect the landscape as they feed into the larger streams. The Republican is by far the longest river with its headwaters found in Eastern Colorado. The Big Blue and Little Blue originate in central Nebraska while the other three begin in Western Kansas.

Thirty-three (33.0%) of all the state's impounded water can be within or immediately adjacent to North Central Kansas. The Republican River feeds Milford Reservoir (389,000 acre feet of water storage), the state's largest lake which first begins in Clay County. White Rock Creek, which flows into the Republican, first supports Lovewell Reservoir (41,690 acre feet) in Jewell County. Kanopolis Reservoir (49,000 acre feet) is in Ellsworth County and is supplied by the Smoky Hill River. The Saline River is responsible for Wilson Reservoir (243,000 acre feet), which is in the western portion of Lincoln and eastern Russell County. Wilson is the third largest body of water in Kansas, while the fourth largest is Waconda Lake (241,500 acre feet). It is served by the Solomon River and located in Mitchell County.

Also, Tuttle Creek Reservoir (335,000 acre feet) is the second body of water in Kansas. It is located in Marshall and Riley Counties, so it is in the NCRPC eastern sector. As a result, North Central Kansas houses 44.0% of the water held in major reservoirs.

The topsoil of the river valleys is rich and fertile, producing some of the highest yields in the state. In a normal year 5.0% of the state's corn production, 18.0% of its sorghum, 12% of its soybeans, 19% of its wheat comes from North Central Kansas. These crops further support 9% of the Kansas beef cattle; 9% of the state's cattle and calf inventory; and 7% of all swine in the state.

In 2010, the region had 7,589 farms which accounted for 10 percent of the farms in Kansas. That figure, however, is smaller than that of 2000 when there were 7,940 farms operating in the region. Such farms losses are characteristic of the gradual urbanization of Kansas, as persons, even farmers move to town and vacate the more rural parts of the countryside.

Population

**Table 1 - Population and Population Change in Kansas, by County
1890, 2000, and 2010**

County	1890	2000	2010	Percent Change 1890-2010	Percent Change 2000-2010	Increase or Decrease 1890-2010
Clay	16,146	8,822	8,535	-47.1	-3.3%	-7,611
Cloud	19,295	10,268	9,533	-50.6	-7.2%	-9,762
Dickinson	22,273	19,344	19,754	-11.3	2.1%	-2,519
Ellsworth	9,272	6,525	6,497	-29.9	-0.4%	-2,775
Jewell	19,349	3,791	3,077	-84.1	-18.8%	-16,272
Lincoln	9,709	3,578	3,241	-66.6	-9.4%	-6,468
Marshall	23,912	10,965	10,117	-57.7	-7.7%	-13,795
Mitchell	15,037	6,932	6,373	-57.6	-8.1%	-8,664
Ottawa	12,581	6,163	6,091	-51.6	-1.2%	-6,490
Republic	19,002	5,835	4,980	-73.8	-14.7%	-14,022
Saline	17,442	53,597	55,606	218.8	3.7%	38,164
Washington	22,894	6,483	5,799	-74.7	-10.6%	-17,095
NCRPC SUM	206,912	142,303	139,603	-32.5%	-1.9%	-67,309

Source: U.S. Census Bureau, 1990 Census of Population, 2000 Census, 2010 Census (PL94-171).

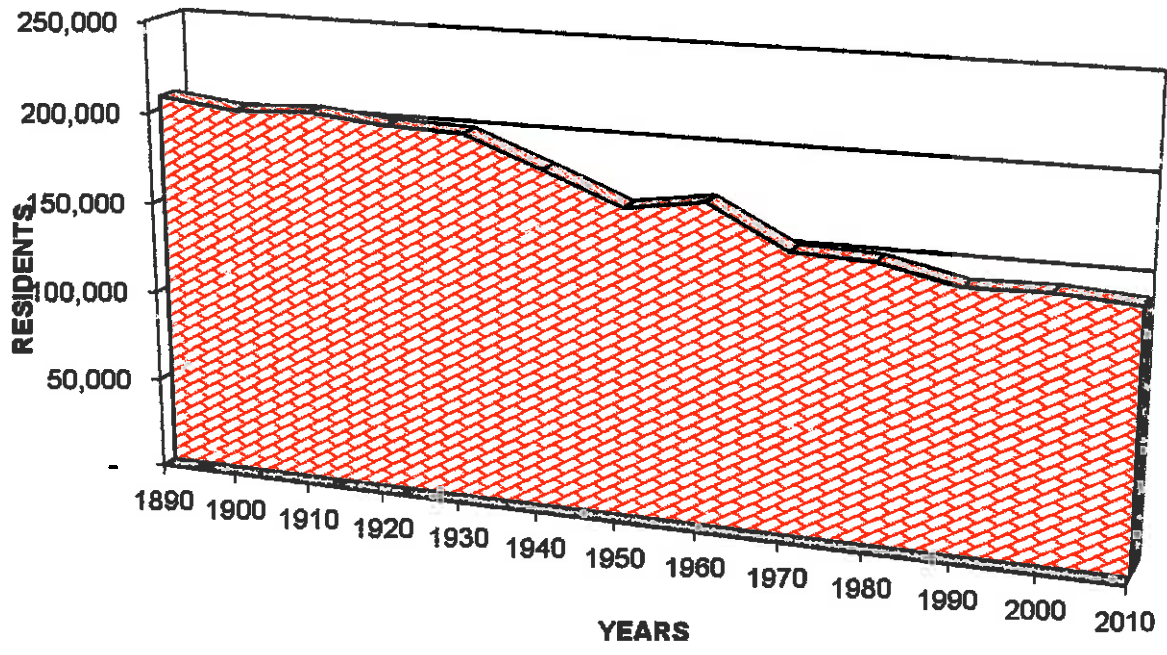
North Central Kansas achieved its largest population in 1890 which correspond with the end of the nation's great expansion to the west as a result of the Homestead Act encouragement. At that time there were 206,912 residents living in the twelve (12) counties of the region as it is in 2014. Marshall (23,912) was the highest then, followed closely by Washington (22,894) and

Dickinson (22,273). Saline County, which now is easily the largest, had only 17,442 persons in residence at that stage of its history. Ever since that early period the region has seen its population level off to 139,603. This is actually a rough 1,000 person increase from 2005.

Presently, Saline County (55,606) possesses the largest population with neighboring Dickinson County (19,754) next and Marshall (10,965) being third.

Table 1 above displays the historical decline in population. Figure 1 below uses EDA University Center information to reflect the leveling off of losses in recent years.

Figure 1 NORTH CENTRAL REGIONAL PLANNING COMMISSION POPULATION, 1890 TO 2010



Births, Deaths and Migration

Birth rates typically fall short of death rates in the region which explains much of why the population continues to decline. However, migration in and out of the region has taken its toll as well. Table 2 exhibits the parts of each member county’s population growth and decline between 1990 and 2010 was the product of migration. While there is disparity amongst the individual counties, it is worth noting the region as a whole gained from in-migration with Saline County and those nearest it being the targeted destinations. That is important to note, since migration can be used to play a role in fulfilling future labor needs as discussed later.

**Table 2 - Population Change and Net Migration in Kansas, by County
2000-2010**

County	April 1, 2000	April 1, 2010	Change 2000-2010		2001-2010		Net Migration, 2000-2010	
	Population	Population	Number	Pct.	Births	Deaths	Number	Pct
Clay	8,822	8,535	-287	-3.3	1,013	1,103	-197	-2.2
Cloud	10,268	9,533	-735	-7.2	1,159	1,516	-378	-3.7
Dickinson	19,344	19,754	410	2.1	2,277	2,303	436	2.3
Ellsworth	6,525	6,497	-28	-0.4	527	834	279	4.3
Jewell	3,791	3,077	-714	-18.8	245	475	-484	12.8
Lincoln	3,578	3,241	-337	-9.4	362	509	-190	-5.3
Marshall	10,965	10,117	-848	-7.7	1,192	1,355	-685	-6.2
Mitchell	6,932	6,373	-559	-8.1	656	957	-258	-3.7
Ottawa	6,163	6,091	-72	-1.2	683	747	-8	-0.1
Republic	5,835	4,980	-855	-14.7	466	839	-482	-8.3
Saline	53,597	55,606	2,009	3.7	7,978	5,132	-837	-1.6
Washington	6,483	5,799	-684	-10.6	612	883	-413	-6.4
NCRPC SUM	142,303	139,603	-2,700	-1.9	17,170	0	-3,217	-2.3

Source: U.S. Census Bureau, 2000 Census; 2010 Census; and CQR, <http://www.census.gov/prod/cen2000/notes/cgr-ks.pdf> (May, 2006).

Ethnicity and Race

Table 3 expresses the racial and ethnic mix of the NCRPC population. A comparison of 2005 data with that of 2010 shows the complete number of Hispanics in the region has increased by persons or 25% while the overall population has gone down a few hundred or 1%. Population loss is largely confined to the "Caucasian" or "White" category. All other racial categories have increased in number during the past several years.

Table 3 - POPULATION BY RACE IN NORTH CENTRAL KANSAS, 2005

COUNTY	Total	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian & Pacific Islander	Two or more Races	Hispanic
Clay County	8,625	8,362	90	39	17	0	117	121
Cloud County	9,594	9,382	37	29	56	0	90	105
Dickinson County	19,322	18,656	180	128	80	2	276	606
Ellsworth County	6,343	5,954	249	44	20	1	75	292
Jewell County	3,324	3,281	1	13	4	1	24	24
Lincoln County	3,386	3,322	8	18	7	0	31	84
Marshall County	10,349	10,133	32	38	44	2	100	91

Mitchell County	6,299	6,136	35	31	30	1	66	63
Ottawa County	6,168	5,998	32	33	18	1	86	169
Republic County	5,033	4,958	20	19	10	0	26	65
Saline County	54,170	50,009	1,766	317	986	30	1,062	4,123
Washington County	6,030	5,944	11	27	3	0	45	79
NCRPC Region	138,643	132,135	2,461	736	1,275	38	1,998	5,822
Kansas	2,764,075	2,462,232	164,507	27,374	60,870	1,863	47,229	237,426

Source: U.S. Census Bureau and Institute for Policy & Social Research, The University of Kansas, 2005 & 2010

Table 4 - POPULATION BY RACE IN NORTH CENTRAL KANSAS, 2010

COUNTY	Total	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian & Pacific Islander	Two or more races	Hispanic
Clay County	8,535	8,267	139	82	47	0	86	177
Cloud County	9,533	9,315	49	106	63	0	108	277
Dickinson County	19,754	18,961	353	304	136	0	548	788
Ellsworth County	6,497	6,014	347	126	10	0	147	328
Jewell County	3,077	3,011	27	13	26	0	22	62
Lincoln County	3,341	3,264	16	32	29	0	45	73
Marshall County	10,117	9,930	72	37	78	0	37	190
Mitchell County	6,373	6,302	31	13	22	5	20	127
Ottawa County	6,091	5,955	85	51	0	0	105	123
Republic County	4,980	4,876	19	22	63	0	47	56
Saline County	55,606	50,380	2,734	1,015	1,413	64	1,745	5,377
Washington County	5,799	5,683	52	34	29	1	11	147
NCRPC Region	139,703	131,958	3,924	1,835	1,916	70	2,921	7,725
% Change 2005-	1%	0%	37%	60%	33%	46%	32%	25%
Kansas	2,858,837	2,391,044	167,864	28,150	67,762	2,238	85,933	300,042
% Change 2005-2010	3%	-2%	2%	3%	10%	17%	45%	21%

Source: U.S. Census Bureau and Institute for Policy & Social Research, The University of Kansas, 2005 & 2010.

Age Comparisons

Figures illustrated in the two tables below show the region is still aging much the way other parts of rural America are. The largest single sector is that 45 to 64 years of age which grew in number by 15 percent although that was a lesser rate of growth than the 22 percent experienced by the whole state. But, a gain of population of 8 percent was noted for the 0 to 4 age group, which was similar to the same rate as the state. This had been a loss during the previous decade comparison. Thus, the 2000-2010 growth is deemed a sign of younger families in the region.

Table 5 - AGE GROUPS IN NORTH CENTRAL KANSAS, 2000

PLACES	AGES 0-4	AGES 5-17	AGES 18-24	AGES 25-44	AGES 45-64	AGES 65 & OVER	MEDIAN AGE
Clay	475	1,765	1,193	2,009	2,089	1,831	41.3
Cloud	528	1,703	1,153	2,244	2,278	2,322	41.4
Dickinson	1,209	3,842	1,256	5,080	4,464	3,633	40.0
Ellsworth	307	1,092	508	1,768	1,554	1,308	41.8
Jewell	173	672	155	814	994	983	46.2
Lincoln	185	625	228	818	880	842	43.7
Marshall	543	2,049	872	2,586	2,501	2,414	41.7
Mitchell	352	965	970	1,563	1,600	1,482	41.1
Ottawa	349	893	697	1,644	1,494	1,086	40.1
Republic	264	741	558	1,288	1,461	1,523	45.7
Saline	3,713	9,783	5,564	15,233	11,824	7,480	36.1
Washington	367	1,250	267	1,485	1,489	1,625	43.6
North Central Kansas	8,465	25,380	13,421	36,532	32,628	26,529	41.9
Kansas	184,013	514,624	269,948	769,204	574,400	356,229	35.2

Table 6 – AGE GROUPS IN NORTH CENTRAL KANSAS COUNTIES, 2010

PLACES	AGES 0-4	AGES 5-17	AGES 18-24	AGES 25-44	AGES 45-64	AGES 65 & OVER	MEDIAN AGE
Clay	564	1,445	561	1,922	2,249	1,790	43.3
Cloud	596	1,519	985	1,916	2,447	1,934	42.2
Dickinson	1,262	3,558	1,484	4,560	5,352	3,546	41.4
Ellsworth	361	859	555	1,598	1,896	1,225	44.3
Jewell	148	443	170	500	985	831	52.5
Lincoln	211	610	167	621	992	640	46.4
Marshall	610	1,653	620	2,078	2,924	2,137	45.2
Mitchell	399	990	538	1,251	1,818	1,377	45.6
Ottawa	377	1,119	389	1,304	1,805	1,078	42.7
Republic	253	687	271	835	1,493	1,319	50.6
Saline	4,049	9,916	5,232	13,570	14,834	8,387	37.8
Washington	351	956	372	1,145	1,602	1,332	46.4
North Central KS	9,181	23,755	11,344	31,300	38,397	25,596	44.9
Kansas	203,267	521,037	296,942	730,489	739,901	394,269	36.0

Source: U.S. Census Bureau, 2000 Census, Summary File 1 (SF1); 2010 Census, Profile of General Population and Housing Characteristics: 2010 (DP-1).

Personal Income Aspects

Income is derived from three (3) sources: Earned Income, a product of ones labor in the form of wages; Transfer Payments from government programs like Social Security, Farm Supplements, etc.; and Dividends, Interest and Rents produced from investments. Per capita personal income is one means of breaking the numbers down in a comparable way, enabling one to compare one location with another. Table 7 thus illustrates the Per Capita Personal Income of North Central Kansas in comparison to that of Kansas and the United States.

Table 7 - TOTAL PERSONAL INCOME by LOCATION in NCRPC, 2002 & 2012

Location Name			Pct. Change 2002-12	Per Capita Personal Income (dollars)		Rank In KS	
	2002	2012		2002	2012		
United States	\$ 9,145,998,000	\$ 13,729,063,000	50.1%	\$ 31,798	\$ 43,735	-	
Metropolitan area	\$ 8,070,699,318	\$ 12,095,331,361	49.9%	\$ 30,317	\$ 45,188	-	
Nonmetropolitan	\$ 1,075,298,682	\$ 1,633,731,639	51.9%	\$ 23,917	\$ 35,324	-	
Kansas	\$ 81,120,073	\$ 124,137,357	53.0%	\$ 26,705	\$ 43,015	24	was 25 th in U.S.
Kansas Metropolitan	\$ 62,673,333	\$ 91,265,584	45.6%	\$ 33,717	\$ 44,766	-	
Kansas Nonmetropolitan	\$ 23,839,828	\$ 37,208,089	56.1%	\$ 22,674	\$ 38,845	-	
Clay	\$ 231,082	\$ 386,868	67.4%	\$ 26,848	\$ 45,348	27	was 27 th
Cloud	\$ 227,984	\$ 334,547	46.7%	\$ 22,918	\$ 35,601	84	was 81 st
Dickinson	\$ 473,193	\$ 748,832	58.3%	\$ 24,747	\$ 37,893	66	was 50 th
Ellsworth	\$ 153,032	\$ 256,764	67.8%	\$ 23,840	\$ 39,539	57	was 60 th
Jewell	\$ 83,122	\$ 138,007	66.0%	\$ 23,810	\$ 45,308	28	was 54 th
Lincoln	\$ 77,124	\$ 128,446	66.5%	\$ 21,968	\$ 40,468	51	was 92 nd
Marshall	\$ 268,381	\$ 461,838	72.1%	\$ 25,355	\$ 46,082	24	was 40 th
Mitchell	\$ 167,094	\$ 274,870	64.5%	\$ 24,917	\$ 43,253	37	was 47 th
Ottawa	\$ 152,369	\$ 203,968	33.9%	\$ 24,623	\$ 33,592	97	was 51 st
Republic	\$ 134,201	\$ 177,500	32.3%	\$ 24,467	\$ 36,538	77	was 55 th
Saline	\$ 533,249	\$ 2,299,408	50.0%	\$ 28,311	\$ 41,070	46	was 15 th
Washington	\$ 131,665	\$ 204,844	55.6%	\$ 21,233	\$ 35,576	85	was 102 nd
North Central	\$ 3,632,496	\$ 5,615,892	54.6%	\$ 24,420	\$ 40,022	-	
				77%	92%	of U.S.	
SOURCE: Bureau of Economic Analysis, U.S. Department of Commerce, 2002 & 2012				91%	93%	of KS	

During the 1990's PCPI for the district well below the levels for Kansas and the United States with that variance growing larger by 2002. On the other hand, the gap was actively narrowed by 2012 due to much higher earned incomes and strong transfer payments for north central Kansans and weakened earned incomes in many parts of the state and nation.

Earned Income as a Component of PCPI

Income earned through labor continues to grow in North Central Kansas, although again not at the same rate one sees at the state and national levels as of the latest census data. However, in highly productive agricultural counties, on farm and off farm income has grown since 2010.

Transfer Payments

As stated previously, transfer payments are a basis of personal income derived from governmental sources, such as Social Security, farm subsidy payments, and so forth. It is in this category that North Central Kansas is above both state and national averages. That should be expected given the region's population is older and agriculture plays a major important role in its economy. The new 2014 Farm Bill will likely impact this as direct farm payments are being diminished.

Dividends, Interest and Rents

The final component of PCPI is that made up of Dividends, Interest and Rents, all sources of income taken from passive activities. Here again the region's socioeconomic structure plays a role in placing the region in a competitive position that closely parallels both the state and nation. As for absolute dollars, there is scant difference in each of the three levels, and that has been a similar picture decades. Implied is a dependence on Dividends, Interest and Rents as a source of real revenue is common in most parts of the United States as well as in north central Kansas.

Labor Force

In 2013, fifty-seven percent (57%) of the NCRPC area population is accounted for in the region's workforce compared to a ratio of 52 percent for the state. The NCRPC region rate is up from the 54% it had in 2007. But, the state rate is down from the 60% it had also in 2007, respectively back in 2007. As employment in the north central region continue to strengthen as jobs exist for most seeking them. However, existing labor skills do not always align with area business needs.

Table 10 shows the number of residents who are working and the number unemployed. Most analysts agree that 3.0% unemployment is viewed as "full employment" as about that proportion of the population is not genuinely interested in working or for some reason is not able to be employed. In North Central Kansas the region has only 0.7% of its workforce actively seeking jobs given an unemployment rate of 3.7% or an employment average of 96.3%. The jobless rate was higher at 4.5% in 2010, but lower at 3.5% in 2007. Unemployment numbers as of December 2013 illustrate county to county variances with the regional employment average of 96.3%. This is above the state labor force rate of 95.1% and the national average of 93.3%.

The current number of unemployed residents provides the region with a challenge. The overall labor force is hard pressed to fill the positions available from within the region. Thus, employers are advertising beyond this area. It is an issue that warrants attention in order for the area to prosper further.

MAP 2 - UNEMPLOYMENT RATES IN NORTH CENTRAL KANSAS for 2013

Jewell 2.5%	Republic 2.5%	Washington 2.9%	Marshall 2.9%
Mitchell 2.3%	Cloud 2.7%	Clay 3.6%	
Lincoln 3.5%	Ottawa 4.1%		
Ellsworth 2.7%	Saline 4.4%	Dickinson 4.7%	



Photograph Courtesy of NCK Technical College Institute of Underground Technology, 2011

Source: Kansas Department of Labor, 2013

Table 8 - Kansas Labor Force Estimates, December 2013				
(Place of residence data)				
Area	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Clay County	4,830	4,657	173	3.58%
Cloud County	5,738	5,583	155	2.70%
Dickinson County	10,759	10,258	501	4.66%
Ellsworth County	4,054	3,943	111	2.74%
Jewell County	1,826	1,780	46	2.52%
Lincoln County	1,974	1,904	70	3.55%
Marshall County	6,504	6,313	191	2.94%
Mitchell County	3,789	3,701	88	2.32%
Ottawa County	3,205	3,073	132	4.12%
Republic County	2,956	2,881	75	2.54%
Saline County	30,061	28,752	1,309	4.35%
Washington County	3,350	3,253	97	2.90%
NORTH CENTRAL KS	79,046	76,098	2,948	3.73%
City of Salina	33,266	31,825	1,441	4.33%
STATE OF KANSAS	1,487,355	1,414,759	72,596	4.88%
UNITED STATES	154,937,000	144,586,000	10,351,000	6.68%

Source: Kansas Department of Labor, Labor Market Information Services, 2013

Human Resources

Educational Attainment - Educational accomplishment is a gauge of educational level of the population of an area. The census measures these numbers for the population aged 25 and over, the traditional age by which students have completed their initial chosen post secondary

education. A general reflection on the variation between the state and the NCRPC counties indicates two facets. One, the region as whole has a higher percentage of the population that has only a high school education and 2) the region as whole is slightly lower in percentage of people with a bachelor's degree.

Workforce Job Classification Composition – Table 11 summarizes the workforce composition of the 12 counties in the NCRPC region. “Share” indicates the percentage of the total workforce employed in that line item identified. In addition, the state numbers are included for comparison purposes. The composition of the job classes in the region is important since it provides a clear picture of the actual types of jobs in which people are working; it serves to nullify common misperceptions. For example, it is common in rural Kansas to assume that there are few professional or management level positions available in the community. However, reviewing the actual data tells a different story. Within the table it is relatively easy to compare the region to the state numbers given the index provided. Review of particular counties also allows one to pick out particular industries or even individual employers that are playing a strong role in the local employment market. For example, the percentage of health care practitioners is stronger for Saline County where a regional medical hub exists.

Table 9
AVERAGE EARNINGS ACROSS NORTH CENTRAL REGIONAL PLANNING DISTRICT, 2011 & 2013

NAICS	INDUSTRY	AVERAGE EARNINGS, 2011	& 2013	Pct. Change
11	Agriculture, Forestry, Fishing & Hunting	\$ 26,167	\$ 31,700	21%
21	Mining & Petroleum	\$ 40,413	\$ 51,503	27%
22	Utilities	\$ 97,036	\$ 98,726	2%
23	Construction	\$ 33,368	\$ 44,709	34%
31	Manufacturing	\$ 52,120	\$ 52,551	1%
42	Wholesale Trade	\$ 46,127	\$ 47,025	2%
44	Retail Trade	\$ 23,805	\$ 26,401	11%
48	Transportation & Warehousing	\$ 51,206	\$ 50,717	-1%
51	Information	\$ 44,877	\$ 49,436	10%
52	Finance & Insurance	\$ 37,385	\$ 53,726	44%
53	Real Estate & Rental & Leasing	\$ 17,321	\$ 29,151	68%
54	Professional, Scientific & Technical Aid	\$ 32,516	\$ 37,789	16%
55	Management of Companies & Enterprises	\$ 65,888	\$ 68,094	3%
56	Administrative & Support Services	\$ 20,906	\$ 25,962	24%
61	Educational Services (Private)	\$ 26,575	\$ 42,366	59%
62	Health Care & Social Assistance	\$ 39,375	\$ 41,992	7%
71	Arts, Entertainment & Recreation	\$ 12,051	\$ 18,384	53%
72	Accommodation & Food Services	\$ 14,174	\$ 13,190	-7%
81	Other Services (exc.Public Administration)	\$ 17,461	\$ 27,194	56%
90	Government	\$ 38,502	\$ 39,918	4%

AVERAGE ACROSS REGION ALL INDUSTRIES	\$ 34,100	\$ 39,600	16%
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Sources: Economic Modeling Specialists Intl., published in 2012 & 2014

Underemployment

Although economists have several definitions for underemployment, the federal government officially defines "underemployed" people as those who desire full-time employment, but who can only find a part-time job. Another one that is relevant here is articulated in an article by Sean Moore "Rural America" in the *Main Street Economist* of the Federal Reserve Bank of Kansas City Center for the Study of Rural America.

So why is underemployment important? The skills surplus available due to underemployment can be a critical asset in today's market. Economies in the present age are driven by higher-skilled jobs and companies focused on high skilled pursuits and in general, all jobs tend to have evolved to require a higher skill set than previously sought after. Areas of the country that have higher underemployment have the potential to attract, grow and retain businesses with higher skill needs. Likewise, economies may potentially stagnate if there does not appear to be available workers to meet the higher skill needs. The downside to underemployment is of course that the employees who believe they are unemployed are not likely to remain in an area where they cannot secure employment that meets their expectations for income, skill utilization and fulfillment.

The Center uses the basic formula *Underemployment = Supply high-skill – Demand high-skill* to quantify the surplus skill level of a community. Workers are considered to be high skilled if they have either a college or postgraduate degree. A calculation of "demand" is based on the mix of occupations in the region and an understanding of what level of education, on average is required for those jobs. One caution regarding the above formula; one can always point to the successful entrepreneur who has barely made it through high school and never considered college, but went on to begin a growing and vibrant business that became critical to the area. There is a portion of the population that will not fit neatly into the definition of "high skilled". This is in part why it is so difficult to measure underemployment. Discussion about the subject must include an understanding of the complexities of defining high skilled and defining the "demand" for the same.

Rural Kansas has exclaimed, as an economic development message, there are moderate to highly skilled people available for employment in rural areas if the companies would just come. The implication is that underemployment is common in rural areas. However, citing studies from the Center for the Study for Rural America in recent years that surplus of skills appears to be waning. When comparing the latest census data on this subject from 2000, rural areas still rate ahead of metro areas, 20% vs. 16% underemployment. However, in 1990 the spread was 34% to 22% respectively. The rural level of underemployment not only decreased, but decreased by a significantly higher percentage than it decreased in metro areas.

The following table shows estimates of underemployment for the NCRPC primary service area. The table compares data from 1990 with 2000 data. As eluded to above, many of the counties have seen their skills surplus from 1990 evaporate by 2000. This is even moreso in 2014, even though formal data has not been published by the Federal Reserve to back it up. North Central Kansas has a better balance amid demand and supply of workers than one may have assumed.

Table 10 - Underemployment Indicator

County	Share of labor force with at Least a college degree	2000		Share of labor force with at least a college degree	1990	
	High Supply	Estimated Demand for High-Skilled Labor High Demand	Surplus = high supply - high demand Skill Surplus	High Supply	Estimated demand for high-skilled labor High Demand	Surplus = high supply - high demand Skill Surplus
NCK AVG	17.6%	18.9%	-1.3	15.3%	14.7%	0.5
KS AVG	19.3%	20.3%	-1.0	16.5%	15.2%	1.2

Source: Kansas City Federal Reserve Bank, 2004 (no formal research has been done since)
 Calculated by the Center for the Study of Rural America, Winter 2004

Labor Shed Analysis

Workforce traffic data in north central Kansas again communicates no single county is all alone as each is actively connected in some manner with near and distant places. Actually, the majority of counties house at least one business which is engaged with labor support beyond political boundaries of its home locale. A map in Appendix B illustrates how each county in North Central Kansas attracts labor from beyond their geographic borders. The data reflected shows the home locations of residents employed by businesses based inside each county highlighted.

One part of the data reveals just how far people are commuting to work each day, while another part suggests people located some distance away may be on the payroll of a business found in the county highlighted. The map illustrates the probable economic impact of businesses housed in small places and further accentuates the need for regional cooperation and planning when it comes to business service development. It also points out all businesses function within a virtual community whose boundaries can simply be recognized by following the networks evident for any particular entity.

Economic Clusters

Theoretically, economic clusters have become the sine qua non of economic development policy for many states in the United States. Certain industries are more highly concentrated in some regions than others. The competitive advantages of various regions of a state are nicely defined by the competitive advantages of their most notable industries.

Clustering allows businesses some advantages over more remote competitors. Such location spotting enables access to a broad base of suppliers and custom-made support services, from a skilled workforce to the inevitable transfer of knowledge that occurs where people casually meet and talk business. Clustering enables companies to focus on what they know and do best; they need not do things they do not do well. Firms also benefit from synergy. Companies able to operate more or less as a system can use their resources more efficiently and collectively produce more than the sum of their individual outputs.

Clusters are identified through statistical review, using such techniques as Location Quotient (LQ) analysis to define the dominant economic sectors. Location Quotients can determine each economic sector in a county by dividing the percentage of county residents employed in a specific sector by the percentage of the state residents employed in that same sector. If the county is performing nearly the same as the whole state, the number produced is 1.00. A value above 1.00 points to that particular economic sector being of superior local value than it is at the broader state plane. Similarly, any below 1.00 indicates that economic sector is relatively weak and of lower value to the local economy. Values greater than 1.20 are quite often an indication for such a sector being noteworthy and representative of a cluster. Table 11 illustrates such a study with bold numbers indicating a significant economic sector.

Table 11
County Location Quotients for Twelve NAICS Sectors

County	NR	Const	Mfg	WT	RT	TWU	Info	FIRE	Prof	EHS	Other	PA
Clay	2.97	1.46	0.82	0.76	0.95	0.92	0.42	0.64	0.56	1.19	0.81	0.91
Cloud	2.18	0.91	0.74	1.58	1.13	1.37	0.61	0.52	0.38	1.20	1.01	0.82
Dickinson	2.05	1.18	0.86	1.06	1.35	1.48	0.67	0.69	0.39	0.89	0.96	1.14
Ellsworth	3.21	0.83	0.73	0.79	0.91	1.02	0.76	0.62	0.71	1.03	0.89	2.00
Jewell	5.87	1.54	0.33	0.76	0.80	1.37	0.42	0.56	0.32	0.96	0.95	1.09
Lincoln	5.05	1.18	0.70	0.67	0.81	1.29	0.33	0.52	0.50	1.07	0.65	1.23
Marshall	3.11	0.82	1.01	0.67	0.94	1.85	0.27	0.77	0.39	1.01	1.00	0.66
Mitchell	3.21	0.86	0.62	2.33	0.95	1.00	0.42	0.89	0.54	1.01	0.81	1.55
Ottawa	2.55	1.12	1.01	0.97	0.98	1.40	0.48	0.75	0.69	0.96	0.84	0.93
Republic	5.11	0.92	0.75	1.12	1.10	1.44	0.48	0.57	0.51	0.81	0.79	0.86
Saline	0.55	1.12	1.15	1.00	1.09	0.85	0.76	0.79	0.75	1.02	1.27	0.75
Washington	4.92	1.37	0.69	0.70	0.94	0.94	0.48	0.56	0.39	1.04	0.82	0.86
NCK	3.40	1.11	0.78	1.03	1.00	1.24	0.51	0.66	0.51	1.02	0.90	1.07

Table legend: NR – Natural Resources; Const – Construction; Mfg – Manufacturing; WT – Wholesale Trade; RT – Retail Trade; TWU – Transportation, Warehousing and Utilities; Info – Information; FIRE – Finance, Insurance, Real Estate; Prof – Professional; EHS – Education, Health and Social Services; Others – Other Services; and PA – Public Administration

The study shown in Table 11 was completed by Kansas State Research and Extension Department of Agricultural Economics and published in January 2004 identified the LQ of twelve (12) economic sectors in each Kansas county. Nothing more recent has been conducted for this section of the state. Data taken from that study for North Central Kansas is represented

in the table below. It reveals the strongest sector in the region is Natural Resources which includes *Agriculture, Forestry, Fishing and Mining* with the region's Location Quotient being 3.40. Two sectors, Information and Professional, stand out as the weakest economic sectors with a Location Quotient of 0.51 each.

Of value and interest is noting the region on the whole shows solid potency for *Natural Resources* and *Transportation, Warehousing and Utilities*, while individual counties possess individual strengths helping each with a competitive edge and giving the region an asset. Clusters found to be present in North Central Kansas can be seen in Table 12.

Table 12 Economic Clusters Active in North Central Kansas	
Clusters	Counties Impacted
AgriBusiness, Food Processing and Technology	Clay, Dickinson, Jewell, Mitchell, Ottawa and Washington
Education & Knowledge Creation	Cloud, Mitchell and Republic
Manufacturing Super-cluster	Marshall, Mitchell, Ottawa and Saline
Electrical Equipment, Appliances & Components Sub-cluster	Saline
Fabricated Metal Products Sub-cluster	Ottawa and Saline
Machinery Manufacture Sub-cluster	Clay, Dickinson, Mitchell and Saline
Transportation Equipment Sub-cluster	Marshall
Mining	Dickinson

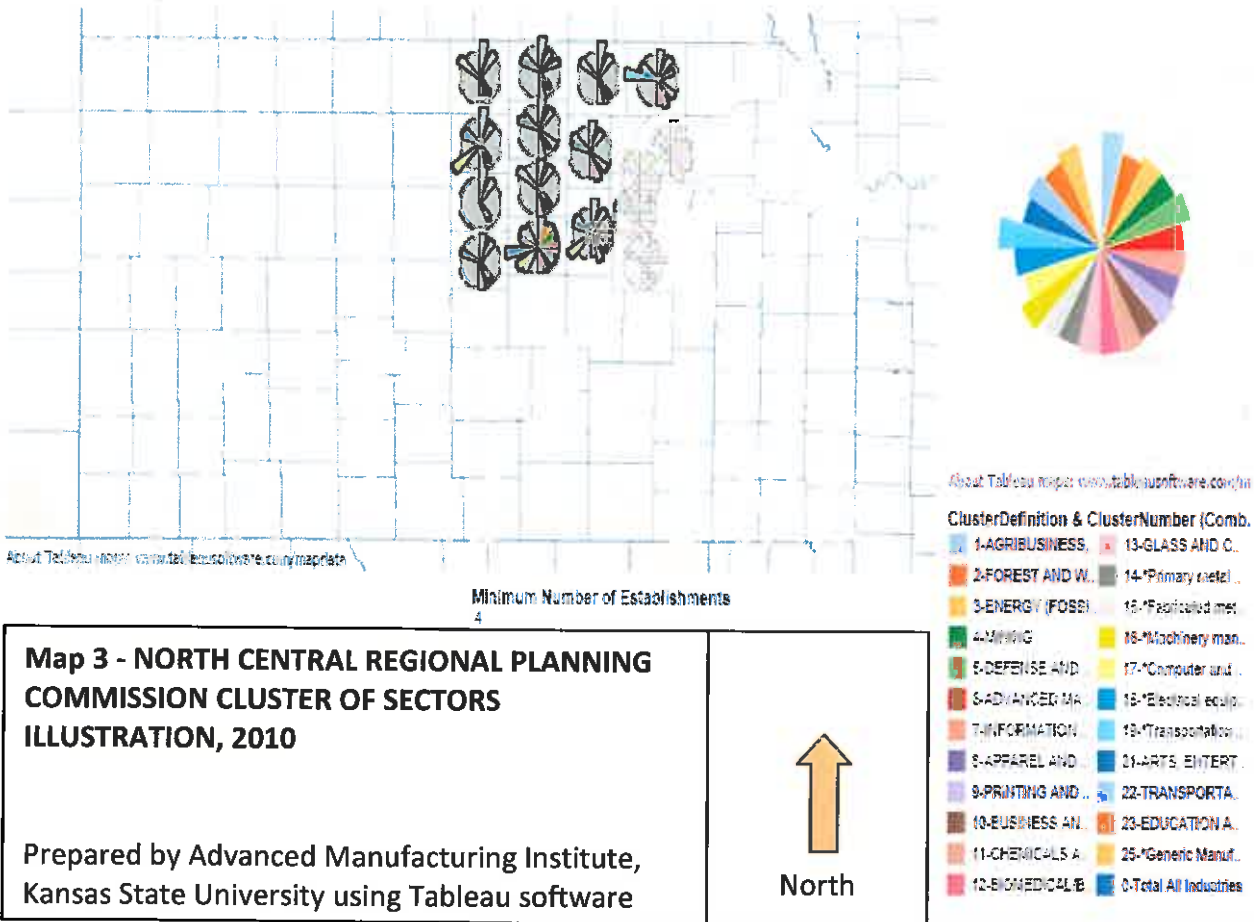
Source: *Advanced Manufacturing Institute, Kansas State University, 2009.*

No single cluster behaves the same as any other cluster, since each needs its own compliment of business resource services and infrastructure. One size does not fit all, so there are policy implications attached to each cluster.

Again, the importance of Location Quotients and “cluster” analysis is to identify the economic sectors that proportionately employ the most people in a defined geography, providing insight and direction as to where public resources need to be invested to provide support. A map is inserted on the following page giving a glimpse of the cluster burst for the region. A better view is found at the interactive website created for this region.

Cluster research was completed for NCRPC also during a project by Advanced Manufacturing Institute at Kansas State University from 2009 through 2011. The below map is a result of this analysis. The research can be found in greater depth at <http://innovatekansas.org/2011/05/25/regional-industry-cluster-analysis-and-innovation-networking-report/>.

Cluster Burst Map - 2010



Housing

According to 2000 US Census Data, there were 64,836 housing units in North Central Kansas, 57,792 of which were occupied (89.1%) while 7,044 stand vacant (10.9%). This is similar to the State of Kansas, which has 91.8% of its housing units occupied while 8.2% stand vacant. Of the housing units that are currently vacant in the region, 23.5% are for rent, 16.4% are for sale, and another 5.7% have been sold or rented but are unoccupied. Parts of the region are popular for recreational purposes either for hunting or other natural amenities. As a result, 12.7% of the vacant units in the region are for seasonal, recreational, or occasional use. Table 13 compares owner and renter occupancy for the North Central Kansas region and the

Table 13
NCK & Kansas Housing Occupancy Comparisons, 2000 & 2010

Housing Occupancy Data	NCK Region	Kansas	NCK Region	Kansas
Owner Occupied	74.2%	69.2%	75.3%	68.4%
Renter Occupied	25.8%	30.8%	24.7%	31.6%

Source: U.S. Census Data 2000 & 2010

State of Kansas. Of the occupied housing units in 2000, 74.2% were owner occupied in 2000 while 25.8% were renter occupied. This was up slightly by 2010 to 75.3% of all owner occupied units. In Kansas, owner occupied housing units dipped in 2010 from what they were in 2000.

A difference between the housing stock in the region and that of the average in Kansas is age. Slightly more than one-third (38.1%) of the housing structures in the region were built in 1939 or earlier as compared to 20.1% of housing structures constructed during that same time period in Kansas. The state, on average, has also seen more new housing construction in the past decade than what has been constructed around the region. Aging housing stock is a concern to residents and community leaders around the region as having quality housing is viewed as an asset to the community to maintain and attract new residents.

Other contrasts in housing stock between the region and the state are in relationship to housing values, median monthly mortgage costs, and median monthly rents. Table 14 seen here identifies

average housing cost comparisons between North Central Kansas and the State of Kansas. The fact average housing values within the region are virtually half those of the state underscore the fact housing in the region is old.

Table 14 Regional and Statewide Housing Cost Comparisons, 2010		
Housing Cost Data	NCK Region	Kansas
Median Housing Value	\$47,742	\$83,500
Median Monthly Mortgage Costs	\$ 617	\$ 888
Median Monthly Rent Rates	\$ 333	\$ 498
Source: 2010 US Census Data		

The median number of rooms in houses in North Central Kansas is 5.8, which is only slightly higher than the State of Kansas median of 5.6 rooms per house. The overwhelming majority of housing units in Kansas and the region are single-unit, detached. Table 15 breaks down housing units by type and size for the region and Kansas.

Several quality indicators can help measure housing condition including presence of whole plumbing facilities, existence of a complete kitchen,

Table 15 Housing Condition Summary, 2010		
Condition	NCK Region	Kansas
Units built pre-1980	84.5%	72.3%
Units built pre-1940	38.1%	20.1%
Total Housing units	64,836	1,131,200
Source: 2010 US Census Data		

the age of a structure and the income level of the household. Age can affect the reliability of a home because there can be higher rates of structural or systems problems in older homes. The presence of lead-based paint can also be a problem in older homes. Homes built prior to 1940 are most likely to have paint with high lead levels, although lead was not outlawed in paint until 1978. The following table outlines some of these key quality indicators to help measure condition of homes, in general, in the region. The most notable difference between the

conditions of the state and the region is the pure age of the homes. In North Central Kansas, 84.5% of the homes were constructed prior to 1980 as compared to 72.3% in the state of Kansas during that same time period.

In general, a need exists in the region to bring homes to a standard condition. This is particularly true in very small and somewhat isolated communities in the region. If issues with substandard homes are not rectified in a timely manner, problems are exaggerated and demolition may become the only viable solution. While demolition cleans up the problem, it also creates a major gap in the housing availability in a community. Housing rehabilitation is unique in the fact that homeowners are involved and a city cannot take on a project to improve its housing assets without the full support and buy-in from homeowners. However, the demand for these types of project remains quite high and the NCRPC has been involved with at least 39 housing rehabilitation projects since 1997. Appendix C summarizes the housing rehabilitation projects in which the NCRPC has been involved with since it was organized.

Nearly all counties in the region have indicated a need for more housing units or better housing conditions in order to attract residents and maintain housing availability necessary to maintain a steady workforce.

ENVIRONMENTAL FEATURES

Agricultural Landscape

Agriculture is a major aspect of the NCRPC area economy. In 2010, the region had 7,589 farms which accounted for 12 percent of the farms in Kansas. That figure, however, is smaller than that of 2000 when there were 7,940 farms operating in the region. North Central Kansas spans 9,000 square miles. Approximately 5,760,000 total acres exist in the region. Of that 5,322,900 farmed acres exist. That is about 92% of the district's land mass being devoted to crop and animal production. Much of the district's ranchland is in pasture for beef cattle, horse and sheep grazing. Even more noticeable is the land devoted to seasonal crops. 14% of the state area of cropland is in north central Kansas. The location quotient table indicates this is an important field in the district. <http://twspjct17.org/wp-content/uploads/2012/01/North-Central-Part-II.pdf>

The topsoil of the river valleys is rich and fertile, producing some of the highest yields in the state. In a normal year 5.0% of the state's corn production, 18.0% of its sorghum, 12% of its soybeans, 19% of its wheat comes from North Central Kansas. These crops further support cattle beyond the region. But, the area is host to 9% of the Kansas beef cattle; 9% of the state's cattle and calf inventory, and 7% of all swine in the state. This information and more is found at the Kansas Department of Agriculture website for farm facts at <http://agriculture.ks.gov/docs/default-source/documents---office-of-the-secretary/kansas-farm-facts-august-2013.pdf?sfvrsn=5>.

Additionally, there are two conservation districts serving the region which promote environmental stewardship amongst agricultural producers.

Air Quality

North central Kansas has a low population a density and relatively few motorists per capita. Although it does have active Interstate 70 Highway and U.S. 81 Highway among others carrying a considerable amount of vehicle traffic every day. Nevertheless, air quality is rated high quality by the Kansas Department of Health and Environment Division of Environment Air Quality Section. There are no places in the region monitored for compliance concerns. The main source of air quality change are related to short-term dust elevated when very arid conditions exist coupled with wind speeds more than 25 miles per hour for much of a day or two.

Brownfields and Superfund Sites

The Kansas Department of Health and Environment defines a Brownfield site as: "Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Often the potential liability associated with contamination complicates business development, property transactions, or expansion on these properties." Most every county in Kansas has a Brownsfields site. Brownsfields have been addressed in Cloud, Clay, Mitchell and Saline Counties in recent years. More candidates exist for future attention. The state only has \$600,000 for the program.

The Superfund Program at the [Kansas Department of Health and Environment \(KDHE\)](#) works with the US Environmental Protection Agency (EPA) to investigate and clean up Superfund and other commercial sites through the Management Assistance Cooperative Agreement (MACA).

In viewing the Superfund listing for Kansas, the NCRPC region has no identified locales for such. It does have environmental contamination sites listed in the region. Those can be found at http://www.kdheks.gov/remedial/isl_disclaimer.html.

Water Resources

Water availability and quality is a major concern to the businesses and residents of northern Kansas. Both surface and groundwater sources exist. The region is participating in the Kansas Governor's 50 Year Water Plan Vision being framed in 2014. <Http://www.kwo.org/50 Year Vision/50 Year Vision.htm> is the weblink for this effort.

Many municipal water sources have been compromised in years past. But, rural water districts have been able to supply the vital resource to those customers.

Natural Hazards

Fortunately, natural hazards such as grass fires tend to be limited to a few acres per each incident. Well equipped and actively trained rural and city fire fighting units provide mutual aid to one another so larger fires can be promptly managed and contained. Homeland Security training has engaged all community aspects in the response of hazardous incidents. Grain storage facilities, law enforcement, Railroads and highway departments must also plan for

emergencies that might involve hazardous materials. Earthquakes are very rare and the last one recorded in the region was in 1989 and was measured at less than 3 on the Richter Scale.

All counties of the NCRPC participate in the regional Homeland Security Councils and related trainings through emergency management and incident management teams as well as with hazard mitigation planning. The councils meet bi-monthly at minimum.

Threatened and Endangered Species

A few animal and plant species of concern are known to have been seen but not having critical habitat in north central Kansas according to the Kansas Department of Wildlife and Parks and Tourism. The listing and critical habitat map is at <http://kdwpt.state.ks.us/news/Services/Threatened-and-Endangered-Wildlife/Federal-Threatened-and-Endangered-Species-in-Kansas>

The Topeka Shiner is one species that has curbed infrastructure development along the Smoky Hill River Basin. Counties and cities engaged in projects in the region follow the resource management planning guidance of federal and state agencies in order to positively mitigate any detriments and related economic impacts.

Transportation Network

Air Service

Private air transportation is possible in all twelve (12) counties of the district, although traffic varies widely. Most facilities have air service employment connection such as with area agricultural support services (i.e., crop dusting), manufacturer transportation and emergency medical services. Many house small corporate aircraft and serve primarily as terminals for light aircraft. Commercial air service is available only at Salina which possesses one of the longest runways in the central United States. Details concerning airports within the district can be seen in Table 16.

Table 16: North Central Kansas Airport Facilities					
Airport	Services	Runway Surface	Runway Length	Runway Width	Alternate Runways
Abilene Municipal	Public	Asphalt	4,100 ft	75 ft	None
Beloit Moritz Memorial	Public	Concrete	3,610 ft	60 ft	2,380 ft and 1,658 ft turf
Belleville Municipal	Public	Asphalt	3,500 ft	60 ft	None
Clay Center Municipal	Public	Asphalt	4,199 ft	75 ft	None
Concordia Blosser	Public	Asphalt	3,600 ft	60 ft	2,205 ft and 1,650 ft turf
Ellsworth Municipal	Public	Asphalt	3,919 ft	48 ft	2,150 ft turf
Herington Tri-County	Public	Concrete &	4,175 ft	75 ft	None

		Asphalt			
Lincoln Municipal	Public	Turf	2,700 ft	370 ft	2,700 ft turf
Mankato	Public	Asphalt	3,544 ft	50 ft	2,300 ft turf
Marysville Municipal	Public	Asphalt	4,200 ft	60 ft	None
Minneapolis City-County	Public	Asphalt	4,015 ft	50 ft	None
Salina Regional	Commercial and Public	Asphalt	12,300 ft	150 ft	6,150 ft and 4,100 ft asphalt
Washington County	Public	Concrete	3,400 ft	60 ft	None

Commercial air service at the Salina Airport is in a new era with their main carrier Seaport Airlines recently adding connections beyond Kansas City. Salina remains in competition with nearby Manhattan, Wichita and more distant Topeka for Kansas connection flights out of state.

The Salina Airport Authority continues to work with other regional airports as well as the Federal Airport Authority (FAA) to coordinate individual efforts and to compliment program offerings in order to provide support to their area stakeholders.

Service providers have oft-changed flight schedules to destinations. Currently, Seaport Airlines is providing service, replacing Great Lakes Airlines. Flights schedules to Kansas City are very sound. However, flights from Kansas City have had delays at times per the record of late.

Telecommunication Systems

Several independent and cooperative telecommunications companies provide service throughout the region. The entities remain the same as the last CEDS of 2009, but less than the amount from the 1990's when national concerns sold off very small local exchanges to larger regional companies based in Kansas. Service and offerings are generally solid through the Kansas based firms. The regulatory costs continue to increase and much of it must be passed along. Customers are also seen as relying on cellular telephone service with nearly 25 percent of the households in the region having only that with no landlines to homes. That figure will likely grow by the 2020 Census.

Company	Website	Headquarters	Telephone #
ATT/SBC - Business Customers	www.att.com	Dallas, Texas	(800) 499-7928
Blue Valley Telecommunications Co.	www.bluevalley.net	Home, Kansas	(877) 876-1288
Cox Communications	www.cox.com	Atlanta, Georgia	(866) 961-0027
Cunningham Telephone & Cable Co.	www.cunninghamtelepyhoneandcable.com	Glen Elder	(785) 545-3215

Eagle Communications	www.eaglecom.net	Hays	(877) 625-9901
Home Communications, Inc.	www.homecomminc.com	Galva	(800) 362-9336
H&B Communications, Inc.	www.hbcomm.net	Holyrood	(800) 432-8296
JBN Telephone Company Inc.	www.jbnteleco.com	Wetmore	(800) 833-4838
Rural Telephone Service Co. Inc.	www.nex-tech.com	Lenora	(785) 567-4281
Tri-County Telephone	www.tctelco.net	Council Grove	(800) 362-2576
Twin Valley Telephone	www.twinvalley.net	Clay Center	(800) 515-3311

Broadband Internet services are readily available through these providers in the form of DSL, cable and wireless linkages. The North Central Kansas Community Network (NCKCN) established by the NCRPC in 1995 remains operational and provides both retail and wholesale service access to the World Wide Web. It serves CTC customers with wholesale service and retail wireless in the areas underserved by major providers.

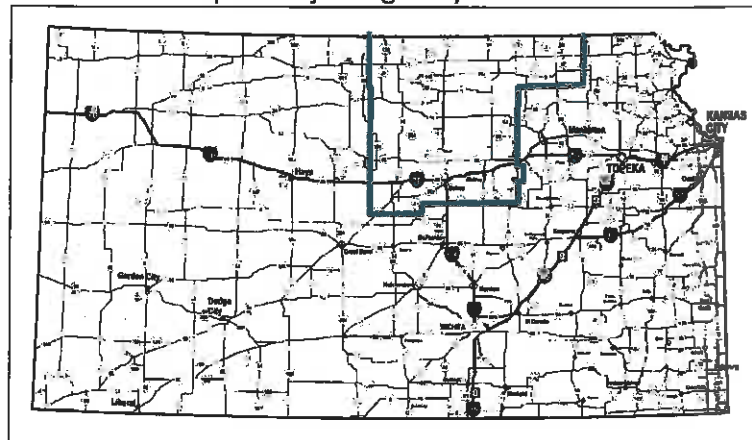
Physical Infrastructure

The following discusses the physical infrastructure present in the region that can be accessed to transport goods and services produced within the region or else to access goods and services found outside North Central Kansas.

Major Trafficways

The district is served by a combination of federal and state highways with Saline County being the crossroads for major arteries such as East-West Interstate 70 and North-South Interstate 135/U.S. Highway 81. Several prominent federal highways transect the region, including four-lane US-81 which runs from Mexico to Canada; US-36, which enables travelers to go from Colorado completely across northern Kansas; and, US-24 which extends from central Colorado through the central part of the district and on into Kansas City. Otherwise, state and county and local road systems dissect the region in all directions.

Map 4 Major Highways in Kansas

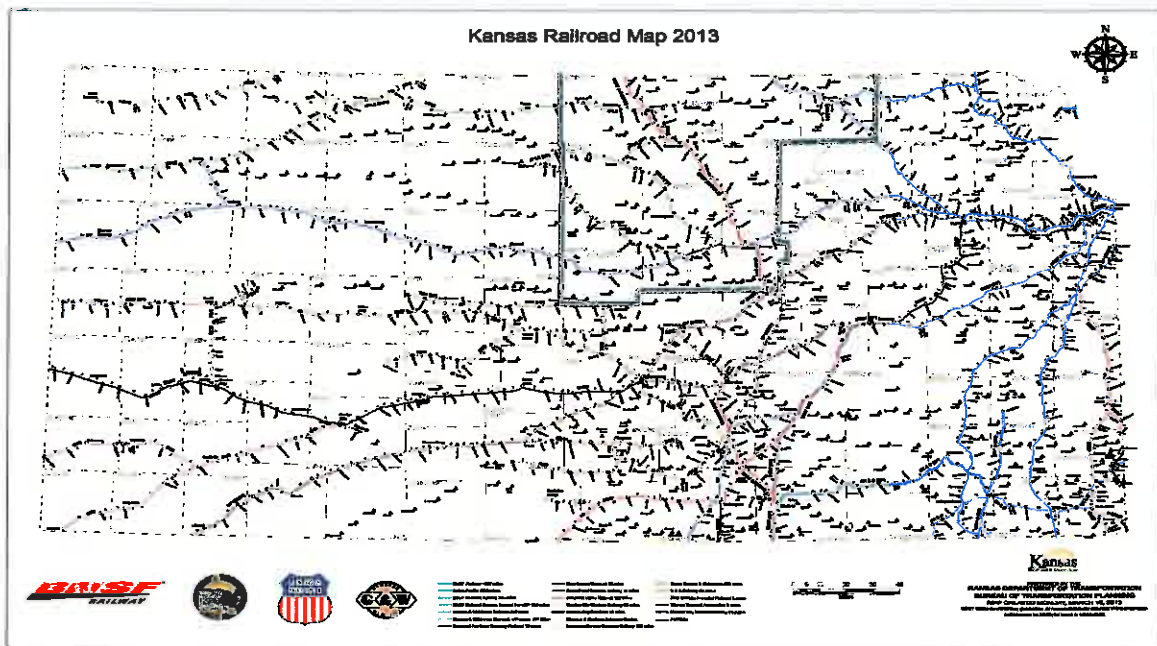


Rail service

Railroads were critical in creating added value to the initial economic landscape when they traversed the region in the 19th century even though controversial may have been their methods and the development processes. Today, rail traffic remains important in and outside the region and is heaviest along the routes in the Southern and Northeast portions. (See Kansas Rail Density Map 2013 below. NCRPC serves shaded area outlined in black.)

Local Class III rail lines such as Kyle and larger Class I lines such as the Burlington Northern Santa Fe carry agricultural products from storage facilities to markets and production facilities such as Salina, Wichita, Kansas City and other places south and east. Coal trains from Wyoming move along the Burlington Northern Santa Fe and Union Pacific lines travel through Washington and Marshall counties in the northeast portion of the region on their way to energy plants near Kansas City as well as from Colorado through Ellsworth, Saline and Dickinson counties along the southern route. The latter railways deliver clean coal to the Jeffries Energy Center just east of Manhattan.

Map 5



General Infrastructure

Gone are the wagon ruts from the 19th century noticeable in much of the region. Means of moving persons, goods and delivering services have progressed in recent decades to the vital systems we now enjoy. General infrastructure not only includes vehicle pathways, but water supply and wastewater disposal, as well as drainage, flood control and bridges. The NCRPC enthusiastically collaborates with member counties, cities and public utility systems in order to bolster infrastructure means so business and residential sectors are sound.

Water Systems

Potable water in a usable form and effective delivery of such is imperative for most organized places. The below weblink illustrates the water systems and their usages in the past five years in central Kansas. http://agriculture.ks.gov/docs/default-source/dwr-water-appropriation-documents/2011_ks_municipal_water_use.pdf?sfvrsn=2

Infrastructure Projects Addressed

The North Central Regional Planning Commission (NCRPC) has made a significant impact in the region's infrastructure, helping member governments access over \$400.0 million in local, private, state and federal funding since 1980. Since 1997, the NCRPC has played a major role in the success of at least 105 infrastructure projects as identified in the following table totaling more than \$50 million. For purposes of this report, infrastructure projects are being defined as improvements to water systems, wastewater systems, roads and bridges.

Every member county in the 12-county NCRPC service area has benefited from infrastructure improvement projects. Additional neighboring counties, Pottawatomie and Riley were also assisted with projects. Overall, more than 110 undertakings were planned and aided either through technical assistance or full project management through the NCRPC. The largest overall and far reaching investment was for the state of the art water treatment facility for Abilene in the late 1990's which was necessitated by the development of the Russell Stover Candies operation there. In 1996 and 1998, infrastructure support was also provided for that effort by the Economic Development Administration along with several million dollars in private investment. But, NCRPC also assists with small but vital undertakings such as the \$17,000 bridge reconstruction for Beverly in Lincoln County. The purpose of that structure was to enable truck passage of grain to the south and to markets in Salina and beyond. The following table identifies the number of infrastructure projects taking place in each county since 1997. Not counted on the listing was the facilitation effort, the environmental review and impact work done by the North Central Regional Planning Commission for the U.S. Highway 81 reconstruction to a four-lane expressway during the late 1990's. The grand project cost was several hundred million dollars. It continues to provide major economic impacts for the region and the state.

Table 18	
Infrastructure Projects by County, 1997-2014	
County	Number of Projects
Clay	7
Cloud	13
Dickinson	13
Ellsworth	11
Jewell	9
Lincoln	12
Marshall	5
Mitchell	6
Ottawa	7
Pottawatomie	1
Republic	5
Riley	1
Saline	7
Washington	8
TOTAL PROJECTS	105

Table 19				
NCRPC Assisted Infrastructure & Facilities Projects, 1997-2014				
Year	Project Type	Applicant	County	Project Amount
1997	Wastewater Project	City of Wakefield	Clay	\$280,000
1997	Sewer District	Dickinson County	Dickinson	\$640,000
1997	Water System	City of Sylvan Grove	Lincoln	\$308,000
1997	Rural Water District	Mitchell Co. RWD#2	Mitchell	\$1,020,200
1997	Trafficways	Salina Airport Authority	Saline	\$730,000
1997	U.S. Highway 81	NCKansas	Saline Plus	Several Million\$
1997	Water System	City of Hanover	Washington	\$400,000
1997	Rural Water District	Washington Co. RWD#3	Washington	\$1,090,575
1998	Roads & Bridges	Lincoln County	Lincoln	\$400,000
1998	Water Project	City of Assaria	Saline	\$525,186
1998	Water Treatment	City of Abilene	Dickinson	\$1,400,000
1999	Reconstruction of Failed Bridge	City of Beverly	Lincoln	\$17,000
1999	Water Storage & Distribution	City of Longford	Clay	\$369,375
1999	Water Distribution	City of Clyde	Cloud	\$439,000
1999	Water Distribution	City of Miltonvale	Cloud	\$429,720
1999	Street Reconstruction	City of Holyrood	Ellsworth	\$538,500

Year	Project Type	Applicant	County	Project Amount
1999	Wastewater Treatment	City of Abilene	Dickinson	\$701,892
1999-2000	Water System	City of Jewell	Jewell	\$306,000
1999	Wastewater Treatment	City of Herington	Dickinson	\$300,000
1999	Water Treatment	City of Ellsworth	Ellsworth	\$850,000
1999	Water Distribution	Russell Co/Post Rock RWD	Ellsworth	\$434,000
1999	Wireless Internet	NCKCN	Six in NCK	\$359,000
1999	Sewer Lines	City of Mankato	Jewell	\$405,640
1999	Water Lines	City of Formoso	Jewell	\$670,380
1999	Wastewater Treatment	City of Tescott	Ottawa	\$298,000
1999	Develop New Water Well Source Field	Washington Co. RWD#2	Washington	\$448,000
2000	Bridge Reconstruction	Jewell County	Jewell	\$327,025
2000	Wastewater System	City of Riley	Riley	\$345,000
2000	Wastewater Treatment	City of Holyrood	Ellsworth	\$580,000
2000	Water Distribution	EW Co./Post Rock RWD	Ellsworth	\$434,000
2000	Wastewater Treatment	City of Lincoln Center	Lincoln	\$1,200,000
2000	Water System Improvements	City of Beverly	Lincoln	\$270,000
2000	Fire Station	City of Tescott	Ottawa	\$316,500
2000	Wastewater Improvements	City of Republic	Republic	\$101,650
2001	Drainage	City of Blue Rapids	Marshall	\$200,000
2001	Wastewater Improvements	City of Wilson	Ellsworth	\$860,000
2002	Wastewater Treatment	City of Glen Elder	Mitchell	\$374,000
2002	Wastewater	City of Clyde	Cloud	\$417,323
2002	Street Reconstruction	City of Enterprise	Dickinson	\$268,000
2002	Water System Improvements	City of Enterprise	Dickinson	\$180,000
2002	Water System Improvements	Mitchell Co.RWD#3	Jewell	\$550,000
2002	Water Distribution System	City of Tipton	Mitchell	\$288,500
2003	Wastewater System	Kipp Sewer District	Saline	\$474,400
2003	Street Improvements	City of Concordia	Cloud	\$380,000
2003	Bridge Reconstruction	Jewell County	Jewell	\$430,000
2003	Water System Project	Cloud Co. RWD #1	Cloud	\$750,000
2003	Street Improvements	City of Concordia	Cloud	\$380,000
2003	Sewer System	City of Herington	Dickinson	\$850,000
2004	Water Source	Burr Oak	Jewell	\$454,800

2004	Water Storage	City of Aurora	Cloud	\$73,700
Year	Project Type	Applicant	County	Project Amount
2004	Wastewater System	City of Kanopolis	Ellsworth	\$90,746
2005	Replace Bridges	Washington County	Washington	\$800,000
2005	Water System Upgrades	City of Barnes	Washington	\$529,668
2005	Street Improvements	City of Frankfort	Marshall	\$523,600
2005	Water System Improvements	City of Lorraine	Ellsworth	\$263,700
2005	Sewer Extension	City of Clay Center	Clay	\$679,340
2005	Water Well	City of Glen Elder	Mitchell	\$170,000
2006	Sewage Lagoon Development	City of Beattie	Marshall	\$366,324
2006	Water Treatment Upgrades	Ellsworth Co./Post Rock RWD	Ellsworth	\$523,000
2006	Wastewater Treatment Lagoon	City of Woodbine	Dickinson	\$342,000
2006	Water Storage	City of Hanover	Washington	\$471,900
2007	Water Source Pipeline	City of Wilson	Ellsworth	\$705,197
2008	Water Well/Electrical Lines post Tornado	City of Chapman	Dickinson	\$382,243
2008	FiberOptic IndustrialPark	City of Minneapolis	Ottawa	\$100,000
2008	Water Distribution	City of Greenleaf	Washington	\$467,111
2008	Water Tower & Supply	City of Jewell	Jewell	\$596,972
2009	Remove/Build Bridges	Marshall County	Marshall	\$205,290
2009	Streets	City of Glasco	Cloud	\$250,000
2009	Water Source	City of Lincoln	Lincoln	\$220,000
2009	Wastewater Treatment	City of St. George	Pottawatomie	\$1,500,000
2010	Wastewater Lagoons	City of Concordia	Cloud	\$491,475
2010	Water Distribution	City of Green	Clay	\$372,929
2010	Water Distribution	City of Lincoln	Lincoln	\$620,766
2010	Streets and Drainage	City of Morganville	Clay	\$237,600
2010	Bridges	Ottawa County	Ottawa	\$309,562
2010	Wastewater Lagoons	City of Smolan	Saline	\$683,449
2010	Demolition	City of Wilson	Ellsworth	\$28,945
2011	Street Reconstruction	City of Belleville	Republic	\$874,962
2011	Wastewater Lagoons	City of Glasco	Cloud	\$351,280
2011	Wastewater Lagoons	City Solomon	Dickinson	\$464,564
2012	Wastewater Lagoons	City of Assaria	Saline	\$997,020
2012	Water Tower	City of Barnard	Lincoln	\$334,006
2012	Storm Sewer System	City of Blue Rapids	Marshall	\$264,537
2012	Street Reconstruction	City of Courtland	Republic	\$447,258

Year	Project Type	Applicant	County	Project Amount
2012	Water Tower	City of Culver	Ottawa	\$866,000
2012	Water Treatment	City of Delphos	Ottawa	\$1,224,570
2012	Rural Sewer System	Dickinson County	Dickinson	\$1,074,663
2012	Water Treatment	City of Green	Clay	\$457,050
2012	Water Distribution	City of Morrowville	Washington	\$166,041
2013	Water Wells	City of Beverly	Lincoln	\$250,282
2013	Water Distribution	City of Culver	Ottawa	\$383,761
2013	Water Distribution	City of Enterprise	Dickinson	\$234,815
2013	Water Distribution	City of Jamestown	Cloud	\$266,244
2013	Street Reconstruction	City of Jewell	Jewell	\$604,675
2013	Drainage Culverts	Lincoln County	Lincoln	\$504,300
2013	Electrical System Extended	City of Beloit & AGCO Mfg	Mitchell	\$197,500
2014	Streets & Drainage	City of Chapman	Dickinson	\$500,000
2014	Street Reconstruction	City of Sylvan Grove	Lincoln	\$314,000
2014	Waterline System	City of Cuba	Republic	\$891,523
2014	Bulk Solids Innovation Facility	Salina Economic Dev.Corp w/City of Salina	Saline	\$2,177,000
TOTALS				\$50,417,263

It is obvious to the involved staff and active board members as well as to readers of the above information that every county and a majority of the cities the development district have experienced vital infrastructure enhancement projects in recent years. However, a number of the same communities remain with unfunded utility system mandates and or limited local resources to address the community needs remaining. NCRPC proposes to continue actively involved in community improvements as it has been since 1973.

Some of these cities chose to focus on other priorities; others have made improvements in the recent past and had no critical infrastructure needs in this time period. A few places have simply maintained their infrastructure systems using their own means of doing so. One would expect needs to continue to be great over the next five years. This is mostly due to the aging infrastructure systems in place in many of the small communities in the region and the minimal resources available to make the needed improvements. Isolated areas in the region, particularly to the east and to the south, are also experiencing population growth and capacity of existing systems may need to be enhanced to meet the growing demands. The expansion of the military base at Fort Riley is a large contributor to the population growth experienced in places around the region. At a minimum, a water storage project and a waterline replacement project have been identified as needs in two cities in the immediate term. More projects are expected to come forward in the near future.

Slightly more than one-third of all infrastructure projects in the past decade have been wastewater improvements. Water storage and water distribution needs have been equally divided with each category having 11 projects over the last 10 years. Road, street and bridge improvements or replacements have had a similar demand while water source projects were demanded only a small minority of the time. The following identifies the infrastructure needs of the region over the past decade. It is expected that these trends will continue into the future based on an aging infrastructure system and population growth in some areas of the region.

Table 20	
Infrastructure Project by Type, 1997-2014	
Project Type	Number of Projects
Wastewater Treatment	28
Water Storage	14
Water Distribution	21
Electrical & Communications Distribution	12
Roads & Bridges & Drainage	20
Water Source & Treatment	10
TOTAL	105

North Central Kansas Region Economic Profile

Aggregate data for North Central Kansas from 1970 to 2010 shows the region's population has declined in the past 40 years while its employment numbers have increased.

Per Capital Personal Income (PCPI) in 2005 was 87% that of the state and 83% that of the nation while it was 89% and 83% of the state and nation respectively in 1970. Components of PCPI have changed during the period, for net earnings have fallen by 10% in the past 35 years while transfer payments increased 7%, and dividends, interest and rents 3%. For comparison the state experienced a -7%, +5% and +2% shift respectively while the nation saw its numbers change -8%, +6% and +2%. The table below tracks these and changes over the past 35 years.

The rank order of dominant economic sectors are Natural Resources (3.4); Transportation, Warehousing & Utilities (1.24); Construction (1.11); Public Administration (1.07); Wholesale Trade (1.03); and Education, Health and Social Services (1.02). Each of those has a Location Quotient exceeding 1.00 with the first two supporting numbers greater than 1.20, suggesting the presence of clusters.

	1970	1980	1990	2000	2005
Population	151,569	150,000	140,875	142,238	138,641
Inc/Dec	--	-1.0%	-6.1%	1.0%	-2.5%

Full and Part Time Employment

Wage and Salary Jobs	46,067	58,440	60,128	70,323	68,769
Non-Farm Proprietors	12,110	12,650	13,482	15,468	16,506
Farm Proprietors	12,946	10,221	9,204	7,951	7,969

Income and Earnings

PCPI	\$ 3,404	\$ 8,809	\$ 17,209	\$ 24,785	\$ 28,632
Avg. Earnings/Job	\$ 5,445	\$ 10,555	\$ 19,568	\$ 24,477	\$ 28,843

Source of PCPI

Net Earnings	\$ 2,444	\$ 5,411	\$ 10,635	\$ 14,788	\$ 17,765
Transfer Payments	\$ 411	\$ 1,335	\$ 2,671	\$ 4,092	\$ 5,340
Dividends/Int/Rent	\$ 549	\$ 2,062	\$ 3,903	\$ 5,497	\$ 5,528

% of PCPI

Net Earnings	72%	61%	62%	60%	62%
Transfer Payments	12%	15%	16%	17%	19%
Dividends/Int/Rent	16%	23%	23%	22%	19%

Economic Distress Criteria—Primary Elements

	NCRPC Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending February 2014	4.66%	7.58%	-2.92%
2012 Per Capita Money Income (3 year ACS)	N/A	\$27,385	N/A
2012 Per Capita Money Income (5 year ACS)	\$23,888	\$28,051	85.16%
2012 Per Capita Personal Income (BEA)	\$40,270	\$43,735	92.08%

Economic Distress Criteria—Primary Elements

	NCRPC Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending February 2004	4.23%	5.88%	-1.65%
2004 Per Capita Personal Income (BEA)	\$29,203	\$34,300	85.14%
2000 Per Capita Money Income (Decennial Census)	\$17,942	\$21,587	83.11%

Economic Distress Criteria—Geographic Components

County	24 Month		BEA PCPI	Threshold Calculation	Census		ACS 5	
	Unemp Rate	Threshold Calculation			PCMI (2000)	Threshold Calculation	Year PCMI	Threshold Calculation
Clay	4.31%	-3.27	\$45,348	103.7	\$17,939	83.1	\$24,286	86.6
Cloud	3.49%	-4.09	\$35,601	81.4	\$17,536	81.2	\$20,056	71.5
Dickinson	5.51%	-2.07	\$37,893	86.6	\$17,780	82.4	\$23,995	85.5
Ellsworth	3.30%	-4.28	\$39,539	90.4	\$16,569	76.8	\$23,437	83.6
Jewell	3.10%	-4.48	\$45,308	103.6	\$16,644	77.1	\$22,371	79.8
Lincoln	4.63%	-2.95	\$40,468	92.5	\$15,788	73.1	\$23,939	85.3
Marshall	3.94%	-3.64	\$46,082	105.4	\$17,090	79.2	\$22,606	80.6
Mitchell	3.12%	-4.46	\$43,253	98.9	\$17,653	81.8	\$25,789	91.9
Ottawa	4.78%	-2.8	\$33,592	76.8	\$17,663	81.8	\$24,426	87.1
Republic	3.38%	-4.2	\$36,538	83.5	\$17,433	80.8	\$25,980	92.6
Saline	5.44%	-2.14	\$41,070	93.9	\$19,073	88.4	\$24,537	87.5
Washington	3.87%	-3.71	\$35,576	81.3	\$15,515	71.9	\$22,060	78.6

Sources: U.S. Bureaus of Census, Labor Statistics, and Economic Analysis; generated by STATS America.

Summary

The background and foreground portions of this Comprehensive Economic Development Strategy for the NCRPC region illustrates several concern and tendencies not out of the ordinary for less densely populated regions. That context sets the parameters within which economic development initiatives must function if the region expects to address the needs identified; and those parameters can be both daunting and limiting given the following statements.

We know the first concern of private enterprise in North Central Kansas is the cost of conducting business in a specific location, "cost" being defined by operational expenses associated with labor, utilities, taxes, transportation, etc. The second concern is access to needed infrastructure. This might be distance to an Interstate, four-lane highway, railroad, airport, water/sewer, industrial land, etc. And the third concern is labor availability, which is measured not only in numbers, but in skill sets.

Things change from labor's perspective, since labor is more concerned with the job opportunities of any given location and the wages paid; the availability of affordable housing; and the presence of "quality of life" infrastructure. The latter is measured in terms of good medical facilities, schools, parks, libraries, organized outdoor recreational facilities (i.e., bike trails, walking paths, etc.) - things that make a community fun to live in and raise a family.

The combination of those two perspectives set against the background of data describing conditions in North Central Kansas gives rise to the following set of issues that must be addressed and the strategies developed by the NCRPC to do just that.

ANALYSIS OF ECONOMIC DEVELOPMENT ISSUES

Issue 1: Rural Isolation

North Central Kansas spans 9,000 square miles with the average community having roughly 1,700 residents. The twelve (12) counties and eighty-four (84) incorporated cities exist in the region. Such a socioeconomic environment makes it difficult for each small community or county to individually possess both the critical mass and resource diversity so often necessary to successfully produce and retain entrepreneurial business development and growth over a lengthy period.

Issue 2: Regional Population Loss

Since 1970 the population of North Central Kansas has fallen from 151,569 to 138,641 residents. Such continued loss is really not an indicator of the overall economic health and viability of the region for missed is the fact rural Kansas has lost population on a continuous basis for the past century and yet remains alive. This is exemplified by the fact job opportunities between 1970 and 2010 within North Central Kansas consistently increased from 46,067 to 70,323 wage and salary positions, although as of 2010 the number stood at 68,769 positions. Simple focus on population loss masks the reality that opportunities do exist and discourages private investment and labor immigration.

Issue 3: Labor Supply

The region does not have the labor numbers it requires to fully address the production and service needs of its business community. USDA studies show unskilled and semi-skilled labor is moving from rural locations to more urban settings. This is especially worrisome, since one of the mainstays of the region's economy is the manufacturing sector which historically relies on such people. Other business sectors (i.e., education and the medical field) also utilize such workers and constantly seek such individuals to fill certain slots in their operations. State programs abound, but these are typically focused on training needs, not recruitment. As such most are inadequate in their approach to solving the region's problem in that they are more attuned to areas having an adequate labor supply. Add to that the lure urban areas have on young people and the problem is exacerbated.

Issue 4: Availability of Affordable, Quality Housing

One difficulty all communities face is most suffer a net loss in housing each year as the number of demolitions exceed the number of new home construction. Access to affordable, *quality* housing is seen as one key to the future economic development of North Central Kansas, since members of the workforce not only seek out areas offering jobs, but those locations offering a

choice in housing. Some thus believe the lack of a labor pool in the area may be in part attributable to the absence of such housing.

Issue 5: Alternative Energy Resource Opportunities

Oil and gas production have played a relatively minor role in the economic development of North Central Kansas in that such natural resources occur in but a small portion of the region. However, growing emphasis on alternative energy resources offers an opportunity to improve the area's economy by investment in wind energy, ethanol and bio-diesel. Such resources are far more dependent upon the human landscape than that of the natural.

Issue 6: Community Development Resources

Many resources available to the region are the product of federal or state action and bear the weight of the rules and regulations imposed by the legislative and administrative bodies creating the programs. Subsequently, numerous examples exist of where area needs go unmet since a local project does not qualify for federal or state aid and local resources are insufficient to address local need. Local capital unattached to such rules and regulations is thus needed.

Issue 7: Absence of a Rural Perspective in Public Policy

The state Legislature is now predominately composed of representatives from the Kansas City and Wichita urban areas, making it difficult for policy benefiting rural Kansas to be conceived, developed and instituted. This is exacerbated by the fact academic study continues to produce a product that focuses attention on traditional urban operation and structure, making it difficult to introduce a perspective more attentive to a rural geography. There is thus a need to create a mechanism that projects the rural perspective.

Issue 8: Technical Assistance: NCRPC Staff Skill Sets, Capabilities, Capabilities and Needs

The staff of the North Central Regional Planning Commission (NCRPC) serves to address the many needs of North Central Kansas as they are relayed to the office by the counties and cities forming its membership. In so doing the staff has developed skills that enable it to perform tasks on behalf of the NCRPC membership at their request. This activity has focused staff attention in given directions, with those directions not always keeping pace with arising needs or changing circumstances. There is a subsequent need for greater diversification in staff capacity and knowledge.

Issue 9: Regional Leadership Quality and Focus

The growth in non-profit organizations throughout North Central Kansas has introduced multiple interest groups working toward unilateral goals with most such organizations being set up to represent and/or benefit the interests of individual communities. This creates a competitive environment wherein limited resources are consumed in small geographies. The

outcome is a traditional system of winners and losers with regional interests being ill-considered or addressed.

Issue 10: Need for Collaborative Foresight

Generally speaking, most communities lack a collective vision of the future other than that which follows the paths set forth by those who originally founded the many communities of North Central Kansas over a century ago. This condition can be summed up by the quote of Jose Bengamin - "Tradition simply means we need to end what began well and continue what is worth continuing." Translated, that suggests many in the region live amongst the architecture of old, which is a physical reflection of the homesteader view of the economic structure needed to bear forth that initial dream. Communities today too often find themselves struggling to maintain that same architecture and structure without a lot of thought posed to "Is that same structure conducive to supporting current dreams and aspirations or is it now a physical impediment that must somehow be overcome in order to build something new and more supportive of the future?"

Issue 11: Wealth Creation and Retention

The region's population is aging and the progeny of the elder cohort is too often gone from the area. Academic studies have quantified the vast transfer of wealth now underway across the country, moving from one generation to another. While this has happened throughout history, today it weighs heavy on the economic future of rural areas for we are seeing not only portable property being shifted to areas outside rural areas, but also control over some of the assets (i.e., buildings, land, etc.) that remain. It is vital, therefore, that we communicate the need for those holding the assets now to invest a portion of those holdings in the communities they have called home over the years. Our main challenge is creating a vision of the future that attracts investment, not from those outside the region, but from those living inside our many communities. After all, if we are unwilling to invest in ourselves, then what reason do others have to invest in us?

Regional Economic Development Goals, Strategies and Objectives

Goal 1: Securing Basic Infrastructure

Purpose – Ensure North Central Kansas has access to the basic infrastructure necessary to support existing business and industry plus provide a base upon which additional business and industry can develop and grow.

Strategy 1: Further capital improvements planning in the region, providing county and city governments the technical assistance needed to develop and maintain the region’s essential infrastructure.

Objective 1.1: Provide each member city and county with a hard bound document that enables them to develop a capital improvements program.

Objective 1.2: Use the NCRPC website to explain the capital improvements planning process and to provide step-by-step instruction on developing such a plan.

Strategy 2: Work with member cities and counties, helping them access financing to address the needs of area roads and bridges, water and sewer systems, and airports.

Objective 2.1: Identify the essential roads and bridges present in each member county.

Objective 2.2: Identify the essential water and sewer systems in each member county.

Objective 2.3: Identify the essential airports in the region.

Objective 2.4: Prioritize and promote the development of all infrastructure that serves multiple locations.

Goal 2: Improving Housing Stock in North Central Kansas

Purpose – Ensure residents of the region have access to the best and most affordable living accommodations possible.

Strategy 3: Work with local community and economic development groups for guidance in solving and/or addressing housing issues in their respective communities.

- Objective 3.1: Seek local assistance in developing incentive packages that can be used to overcome the up-front costs and fees associated with new home construction.
- Objective 3.2: Work with local development groups in determining the housing demands that exist within their community.
- Objective 3.3: Investigate with a local community the Kansas State statutes for developing a land trust or land bank and apply that knowledge.
- Objective 3.4: Explore potential of local and or regional employee housing cooperative(s).

Strategy 4: Develop a regional housing plan that not only defines housing issues at the regional level, but also defines them at the local level, be that city or county.

Objective 4.1: Follow the state outline of a housing plan and compile data any developer will need to determine local market and its viability.

Objective 4.2: Make that plan data available through the NCRPC website.

Strategy 5: Improve the quality and quantity of affordable housing in the region by taking advantage of housing rehabilitation and weatherization programs.

Objective 5.1: Ensure that all housing enrolled in a city home rehabilitation program is improved sufficiently enough to meet current housing quality standards, thereby adding a minimum of 20 years to its useful life.

Objective 5.2: Apply use of the weatherization program to improve the energy efficiency of any eligible home.

Objective 5.3: Develop access to and/or control over additional sources of funding that can be applied towards housing rehabilitation and/or home weatherization.

Strategy 6: Create a working relationship with at least one (1) housing developer who has an interest in North Central Kansas.

Objective 6.1: Gain access to specialized housing development expertise that can assist the region in making sound decisions regarding new home construction.

Objective 6.2: Engage the private sector in a collaborative manner as one means of overcoming the difficulties associated with new home construction in rural Kansas.

Strategy 7: Continue the existence of a Comprehensive Housing Development Organization (CHDO) in the region of north central Kansas.

Objective 7.1: Gain access to government funds not otherwise available to cities and counties for purposes of housing development.

Objective 7.2: Provide cities and counties in the region with a competitive advantage due to the services available through a CHDO.

Goal 3: Supporting Business Development

Purpose – Create an environment in which existing businesses and aspiring entrepreneurs are able to access the ideas, services, capital, labor and infrastructure needed to achieve success in their business ventures. This will be accomplished throughout the 12 counties of north central Kansas by the utilizing support means and financing tools.

Strategy 8: Address the need for unskilled and semi-skilled labor in North Central Kansas.

Objective 8.1: Host a seminar that addresses the rules and regulations regarding the attraction and use of immigrant labor.

Objective 8.2: Be familiar with the websites of federal, state and local agencies listing job opportunities and skills training programs and websites.

Objective 8.3: Be familiar with the state initiatives for workforce placement such as the Rural Opportunity Zone.

Strategy 9: Use information technology to overcome the time and distance factor that every business and community within North Central Kansas must face on daily basis in the conduct of their business activities.

Objective 9.1: Enable enhancement of the NCKCN system, so it can be more robust and capable of providing a high speed Wide Area Network (WAN) system and able to integrate the system with other more local service providers wherever and whenever possible.

Objective 9.2: Continue the support of NCKCN high-speed 3.65 GHz wireless and cable fed Internet systems which serve business enterprises dependent on such service provisions.

Strategy 10: Build upon the alternative business finance capabilities of the region.

- Objective 10.1: Attract funds that enable the NCRPC to establish other “revolving loan funds” and/or “equity investment funds” that compliment those already administered by the NCRPC.
- Objective 10.2: Build a base of funds that have no federal or state guidelines that might otherwise restrict their use or application.
- Objective 10.3: Compile a list of all revolving loan funds maintained by the counties and cities that make up North Central Kansas, along with the rules and regulations governing application and use of those funds.
- Objective 10.4: Continue to engage financial institutions and businesses in Clay, Cloud, Dickinson, Ellsworth, Jewell, Lincoln, Marshall, Mitchell, Ottawa, Republic, Saline and Washington Counties for purposes of assisting projects needing gap financing with the assistance of the NCRPC Revolving Loan Fund authorized by EDA in 1991 and modified in 2013.

Strategy 11: Engage the Small Business Development Center (SBDC) in either offices serving the region and the local economic development organizations related to business assistance services available through the NCRPC.

- Objective 11.1: Make SBDC staff and local economic development groups aware of the various programs the NCRPC already has in place.
- Objective 11.2: Solicit input from CCCC business and industry service staff as to programs they believe to be necessary to meet the business service needs of their clientele.
- Objective 11.3: Ensure the SBDC has the tools it requires to address the needs of the region’s retail and service businesses.
- Objective 11.4: Identify the business service limitations of the SBDC and seek to establish or implement other programs that address those gaps.

Strategy 12: To further engage The Kansas State University Institute for Commercialization this is dedicated to the start-up and expansion of technology-based, high-growth enterprises and enabling the commercialization of university and

under-utilized corporate intellectual property. It is a 501(c)3 entity supporting business developments out in the region beyond just the Manhattan and Salina campuses.

Objective 12.1: Ensure area business has access to the new ideas and the depth of knowledge and research contained within the database of patents managed by IFC.

Objective 12.2: Ensure area business has access to legal expertise regarding copyright and patent rules and regulations.

Strategy 13: Further engage the Advanced Manufacturing Institute (AMI), which is associated with the School of Engineering at Kansas State University.

Objective 13.1: Ensure area business has access to engineering, production and marketing knowledge otherwise absent in the region as a means of meeting special business needs.

Objective 13.2: Create a mechanism whereby AMI can refer product ideas to those North Central Kansas businesses which have both the capacity and capability of producing the product.

Objective 13.3: Work with AMI to devise a technology based economic development program that provides detailed knowledge on the business networks serving businesses within the region.

Goal 4: Regional Economic Improvement & Strategies

Purpose – Better organize, maintain and utilize the human and physical resources found throughout North Central Kansas as a means of improving the region’s competitive chances for economic development.

Strategy 14: Develop a social contract that organizes the region’s human capital into a “Virtual NCK” community to better ensure their participation and delivery of needed goods and services.

Objective 14.1: Ensure all local economic development offices, post-secondary education institutions, and other special service providers are engaged and made a part of the “Virtual NCK” community.

Strategy 15: Encourage more of regional consensus expresses what “economic development” is and is not in order for instilling a common diction on the topic within North Central Kansas. This can be helpful to reduce caustic competition amid those contending for theoretical priority within any given community, as well as within

the vast region on the whole. It can also be used to focus scarce resources on given goals and objectives within the same set of players.

Objective 15.1: Promote the Home Town Competitiveness model advocated by the Center for Rural Entrepreneurship and its focus on Wealth Retention, Youth Attraction, Leadership Development and Entrepreneurship Development.

Objective 15.2: Host at least one (1) public event each year dedicated to the topic of economic development and the policies and tools that apply.

Objective 15.3: Create and encourage opportunities for collaboration in the region for economic and community development purposes.

Strategy 16: Analyze the regional scale and scope of impact individual businesses and specific projects have as a means to explain the benefit of looking beyond traditional community walls.

Objective 16.1: Further the Geographic Information System (GIS) technology in place from Advanced Manufacturing Institute efforts to maintain a database of businesses and their networks to better identify the “community” in which they operate; to illuminate potential new regional business opportunities; and to expose potential threats to existing business operations within the region.

Objective 16.2: Explore Geographic Information System (GIS) technology to compile a database of environmental conditions and infrastructure that can be used as a planning tool by a developer or business or even local officials needing to examine the breadth and scope of impact their project might have.

Goal 5: Strengthening Human Capital

Purpose – Improve the quantity, capacity and capability of the human capital found in North Central Kansas.

Strategy 17: Quantify the population losses of North Central Kansas and thereby offer a better image of just what that means on both a local and regional scale.

Objective 17.1: Convert population loss into the number of families each county must retain and/or recapture each year in order to halt their respective loss in population.

Objective 17.2: Develop programs that encourage young people to remain and/or return to North Central Kansas with a reasonable expectation of finding the quality life resources they desire.

Objective 17.3: Develop a list of “quality of life” resources that successful communities possess that attract young families to those locations.

Strategy 18: Engage the labor and workforce development programs offered by the state and better structure them to meet regional need.

Objective 18.1: Focus attention on the need for labor numbers, not just on training programs that address the skill sets area businesses need.

Objective 18.2: Work with the state workforce development program serving North Central Kansas to better integrate their programs with those of the NCRPC.

Strategy 19: Visit area employers and solicit their input as to just what skill sets they need in their operations to better address market demands and opportunities.

Objective 19.1: Share findings from such investigation with both Cloud County Community College and the North Central Kansas Technical College business and industry programs.

Objective 19.2: Document findings and solicit comment from the local economic development groups operating within North Central Kansas as a means of further engaging them in the development of solutions to address recognized needs.

Objective 19.3: Work with groups and organizations located outside North Central Kansas as a means of addressing needed services when area providers are unable to meet such needs due to shortfalls in capacity or capability.

Strategy 20: Work with the post-secondary educational network operating in the region, helping them initiate and structure academic and technical training offerings that meet regional need.

Objective 20.1: Assist the North Central Kansas Technical College and Salina Area Technical College in the pursuit of relationships with other state educational institutions that can be seen in support of workforce training programs for employers in the region and in the state.

Objective 20.2: Engage Cloud County Community College in the support of business services that meet the needs of area business and industry.

Strategy 21: Examine the realms of legal immigration of foreign-born individuals into the region as workforce replacements for the population missing from the area.

Objective 21.1: Seek out a copy of the process through which immigrants can achieve legal status in this country and make information concerning that available via the NCRPC website.

Objective 21.2: Create a list of immigrant support services available to the region and make those services known to area businesses via the NCRPC website.

Goal 6: Providing Technical Assistance

Purpose – Maintain a staff that has sufficient skill sets to directly address the needs of area business and industry plus assist local community and economic development groups as they address local needs in fulfillment of their individual responsibilities.

Strategy 22: Inventory the needs of the NCRPC membership as a means of determining what skills the membership wishes the organization to have on staff.

Objective 22.1: List areas of need that have historically arisen during the course of any given year.

Objective 22.2: Annually survey the membership for a list of projects that will require staff assistance in the next five years as a means of preparing the staff for upcoming demands.

Strategy 23: Inventory staff skills to document just what areas of competency exist within the NCRPC as a means of setting the course for future growth and activity.

Objective 23.1: List areas of strengths and areas of weaknesses in staff skill sets to determine what must be done to develop and maintain a staff that fills “gaps” in the skill sets otherwise present in local community and economic development organizations.

Objective 23.2: Develop a list of other federal and state programs; complete with application deadlines, if any, that meet the criteria of projects in which the NCRPC commonly becomes involved.

Strategy 24: Market NCRPC staff as a means of sharing products or services that private enterprise and/or public institutions need and are willing to pay for.

Objective 24.1: Develop a listing of services that are within the capabilities of NCRPC staff and for which users will pay 2 to 3 times the fixed NCRPC hourly coverage rate to access.

Objective 24.2: Develop staff capacity in areas such as environmental reviews; meeting facilitation; capital improvements planning; et al.

Strategy 25: Provide non-profit organizations and other entities access to staff management services as a means of promoting cooperative planning and program implementation.

Objective 25.1: Continue to oversee and monitor the Regional Solid Waste Management Program to minimize costly duplication of planning expense and to promote increased recycling.

Objective 25.2: Continue to manage the Homeland Security Program on behalf of the six (6) Kansas Regional Homeland Security Councils as authorized by the NCRPC Executive Board and assigned by the Kansas Highway Patrol. All the while, ensuring the interests of protecting people and infrastructure and helping to prepare service providers and residents alike to mitigate damage from natural and/or terroristic episodes.

Objective 25.3: Continue to coordinate the activities of the North Central Kansas Public Health Program, ensuring the public health needs of the region are addressed and that the expenses associated with such service delivery are minimized through cooperative means.

Goal 7: Enhancing Access to Business Capital

Purpose – Build capacity within the financial capital resources of North Central Kansas to ensure it has the ability to meet the financing needs of not only its business community but those of its communities as they seek to address “quality of life” infrastructure demands.

Strategy 26: Maintain the status of the Kansas Rural Business Development Tax Credit funded initiative in order for potential contributors to be engaged if the opportunity arises so they can invest in regional programs and projects.

Objective 26.1: Keep a list of at least six (6) individuals who are thinking on a level different from their contemporaries.

Objective 26.2: Build a philanthropic culture at the regional level that is intentionally inclusive of the whole region and not just an asset for a specific city or county.

Strategy 27: Support a regional endowment that can foster community development and is influenced by the North Central Regional Planning Commission, making the funds subject to rules and regulations established by the NCRPC Executive Board or its assigns.

Objective 27.1: Devise an economic development program that will attract 5.0% of the wealth to be transferred from one generation to the next over the next 10 years.

Objective 27.2: Develop and/or identify human assets that have experience in developing community foundations to assist with investment and fund management.

Objective 27.3: Accumulate capital that enables the NCRPC to make direct investments in growth-oriented and potentially high performing private enterprise as a means of assisting businesses in overcoming shortfalls in equity needs, recovering invested capital after the elapse of a set period of time or once the business achieves an agreed upon profit margin.

Objective 27.4: Accumulate capital that enables the NCRPC to make “gap” financing loans to all kinds of businesses, but especially those of a retail or service nature.

Goal 8: Fostering Leadership Skills

Purpose – Promote the education and development of area leaders to ensure they have the knowledge and skill sets needed to both recognize and confront the challenges facing the region now and in the future.

Strategy 28: Connect with young persons in a dialogue about the future of North Central Kansas, asking their input and opinions and involvement.

Objective 28.1: Extract information from those conversations concerning what they have in mind specific to their own future, and what—if anything can be done to encourage young adults to return to their

home communities, or to other communities similar to them, in the future.

Objective 28.2: Identify at least one (1) program such as the Kansas Leadership Center of which the NCRPC can promote as a means of establishing a pathway that enables area leaders to be stronger and through which youth are engaged and adults are valued so they are willing to stay or leave and return to the region all the while fulfilling their personal aspirations and goals.

Strategy 29: Build “organization” leadership such that individual groups work together to collectively establish a vision of the future with each group accepting the responsibility for achieving and/or producing one task necessary for that future to arise. A number of leadership programs already exist in the region, most focused on increasing the knowledge and skills of the individual. More is needed to match individual to organization and then to better define the role and responsibilities of the various organizations operating in North Central Kansas.

Objective 29.1: Develop a sub-committee within the North Central Regional Planning Commission to oversee the program, to evaluate its progress and to modify its offerings as needed over time.

Strategy 30: Build “regional” awareness in organizational leadership. Educate individuals and especially leaders in governing bodies and organizations in the importance of regional dynamics and the shared relationships that exist amongst separate corporate places.

Objective 30.1: Minimize and/or mitigate the political separation of distinct places when those same places share commonalities that would otherwise enable them to work together towards common goals.

Objective 30.2: Develop an educational program that describes North Central Kansas as a “region” and details the relationships identified components and/or geographies of North Central Kansas play in making it a distinct landscape feature.

Goal 9: Diversifying Energy Resources

Purpose – Promote and support the growth and development of production facilities focused on alternative energy resources and their application in North Central Kansas.

Strategy 31: Collect information specific to environmental conditions, whether natural or man-made, which might contribute to the development of wind farms and alternative energy developments.

Objective 31.1: Provide area business interests with information they need to make investment decisions regarding the development of alternative energy.

Objective 31.2: Provide area governments with information they need to prepare and make policy decisions relative to the development of wind farms within their jurisdictions.

Strategy 32: Interview area officials that have experienced such growth to determine just what questions they faced during implementation of the projects.

Objective 32.1: Find out what questions yet remain in the minds of public officials and others that need to be addressed for them to accept and support the development of such technologies.

Objective 32.2: Find out what information was exchanged during negotiations to determine payment en lieu of taxes (PILOT) fees in exchange for just what government services.

Strategy 33: Host workshops on the subjects of wind, solar, ethanol and bio-diesel production, and other non-traditional energy sources.

Objective 33.1: Inform the general public on the technologies associated with the individual subjects; the potential applications of those technologies; the communities that might be formed and/or impacted; and the prospective policies needed to govern use and application of the technologies and the formation of the communities.

Objective 33.2: Explore the use and application of alternative energy resources (i.e., wind) in the production of products like anhydrous ammonia and hydrogen.

Goal 10: Furthering Regional Community Capacity

Purpose – Promote a regional sense of place in which individuals are made aware of the fact that specific locations are but a part of some larger community best described not by arbitrary political boundaries, but by the daily routines of residents as they commute to and from work, educate their children, seek out needed goods and services, and interact with those of common interests.

Strategy 34: Continue to support web publication of “EyeonKansas.org” as a means of introducing all parts of the region to each other and communicating the benefits of living in North Central Kansas.

Objective 34.1: Assist “EyeonKansas.org” to have fresh material each quarter on the people, places and or things that occupy some niche of Kansas, showing unique and interesting places to visit and reside.

Objective 34.2: Promote the presence of “EyeonKansas.org” though media advertisement in addition to that already used to promote both NCKCN and the NCRPC.

Objective 34.3: Create space in the NCRPC bi-monthly newsletter that makes area readers aware of “EyeonKansas.org”, highlighting articles in the web publication that pay special attention to businesses of unique character and ability found in North Central Kansas.

Strategy 35: Question area leaders and organizations concerning their views of the future. Frame questions in such a way respondents provide detailed views of the present or past along with their expectations for the future.

Objective 35.1: Question each of the economic and community development directors serving the various communities in North Central Kansas.

Objective 35.2: Divide the commonalities into a minimum of two groups, one that explains the consumption needs of the individual communities and one that addresses the same needs of the region.

Objective 35.3: Involve leaders from the region in annual goal review and periodic goal-setting sessions.

Strategy 36: Change the paradigm used to define and otherwise explain North Central Kansas such that one location’s gain is not seen as another’s loss, but rather as the development of the region as a community. Such perspective will assist those seeking to promote greater regional coordination and cooperation, which will lead to a better understanding of the dynamics already underway.

Objective 36.1 Understand the regional footprint of all business projects highlighted in NCRPC publications such that the reader is made aware of the service impact the business has.

Community and Private Sector Involvement

The NCRPC provides a neutral regional forum where ideas and issues can be discussed. In addition, solutions are multiplied through discussions with peers and the likelihood that an opportunity will be fully exploited is increased. The outcomes of these discussions guide staff activity and capacity building on a routine basis. In addition to formal dialogue, because staff regularly interacts with public and private sector representatives in the region, a constantly evolving base of understanding relative to regional issues is maintained. Examples of forums that have been formally convened by the NCRPC or in which staff have participated include:

- One staff member helped to convene a regional working group focused on labor force issues impacting the region with the goals of strengthening the pool of available workers, enticing those not in the workforce to find a mechanism to get into the market, and attempting to encourage younger individuals to consider careers in the region.
- The NCRPC hosted four meetings in the region in late 2013 and early 2014 to bring together city, county and non-profit representatives as well as interested citizens. The purpose was to explore needs of the region and also to increase awareness among newly elected or hired public servants as to the services offered by the NCRPC and about financial alternatives available for economic development activities.
- The NCRPC staff is involved in various boards and committees across the state and in the region to maintain an ongoing dialogue with stakeholders. Examples include *North Central Kansas Rural Development Council; Kansas Association of Regional Development Organizations; Kansas Association of Certified Development Companies; AWARE NCK; Mitchell County Partnership for Children and Early Learning Center board; NCKTC Foundation Capital Outlay Committee; Board of Directors, Coronado Area Council Boy Scouts of America; Center for Engagement and Community Development; Kansas Rural Opportunities Conference standing committee; NCK Homeland Security Council; Board of Directors, Knowledge Based Economic Development; Guaranty State Bank & Trust Advisory Council; NCK Partnership for Children Management Team; KDOT Rural and Micropolitan Annual Advisory Committee; Solomon Valley Economic Development Advisory Group; NCKCN Rural Business Dev Tax Credit Committee.*

These interactions advance staff capabilities and public awareness of staff, as well as ensuring the NCRPC has a means of testing how local solutions and projects mesh with broader regional plans and state programs.

- Attendance at city and county government sessions and meetings of area non-profits is routine for Planning Commission staff. The staff is able to offer input for discussion and take away a better understanding of local opportunities, concerns and/or needs.

Out of those discussions and observations, an understanding of the opportunities and threats facing the region is formed. Currently identified threats and opportunities are as follows.

- The opportunity exists to develop further market-rate housing to enable businesses to hire outside the existing labor force. Housing is needed to allow for population growth. Without such growth, business expansion and new business startup is limited. The lack of business expansion and startups threatens the region; well accepted research shows that small business growth is the driver where job creation occurs. Existing companies face, not only a shortage of employees, but also a shortage of service providers who can help them by providing technical assistance.
- Many communities in the region continue to battle issues due to deteriorated and aging Infrastructure. This includes basic public services such as sanitary sewer and storm sewer collection and treatment; water treatment and distribution; fire protection and emergency medical service; and streets and sidewalks. The opportunity exists in most communities to finance these needed improvements with the cost being born by some reasonable outside sources of funding coupled with local taxes, capital improvement set asides and rate adjustments. However, some small communities are finding the cost of improvements per resident or household are no longer reasonable. Without population increases, the ability of these very small towns to maintain the minimum services necessary to remain a “town” is threatened. Likewise, counties that face population loss and decreasing valuation due to loss of anchor businesses will face the same budget constraints. They will be challenged to maintain their primary infrastructure, because roads and bridges are spread out over large geographic areas.
- The region is rebounding from the economic downturn of 2008. The economy has been bolstered by a nearly 10 year stretch of highly favorable agriculture revenue. It is unlikely that all of agriculture will continue to see such favorable economies. Other businesses face development challenges as outlined above. In addition to the size of the labor pool, the capacity of those in the pool sometimes is limited. Workforce development is an opportunity where the Planning Commission can partner with the area community college to strengthen the regional economy. Of particular interest is engaging those outside the labor pool and strengthening businesses capacity to train and those already in their labor supply. There continues to be pressure on cities and counties from higher levels of government to fund more at the local level with caps and restrictions on the capacity to levy taxes. This threatens regional viability. This is balanced by spin-off opportunities in the region which are bolstered by the National Bio Science agro-defense Facility in Manhattan and the soon to be constructed Bulk Solids Research facility in Salina. Both are located in larger communities on the outskirts of the region and are co-located with Kansas State University. They provide powerful opportunities to smaller enterprises within the region.
- Rural North Central Kansas continues to struggle with improving and maintaining quality of life facilities such as hospitals, community centers, schools, active downtowns and recreational space. Younger residents evaluate these amenities when making location decisions. This again related to the ability of existing businesses to hire and retain key employees. As trickle down support from state and federal government diminishes for schools and hospitals, local government and taxpayers must fund these enterprises. Doing so limits funds available to invest in the other amenities noted above. Private non-profit interest in these entities is crucial to keep them viable for the future.

Action / Implementation Plan

Specific information about the above opportunities and threats is formulated into a plan of work for the region. In a recent strategy session, the NCRPC invited the Executive Board, other regional stake holders and staff to discuss and prioritize areas of work for the immediate future. The meeting resulted in the following list of focus areas

1. *Securing BASIC INFRASTRUCTURE*
2. *Improving the region's HOUSING STOCK*
3. *Supporting BUSINESS DEVELOPMENT*
4. *Improving the REGIONAL ECONOMY*
5. *Strengthening HUMAN CAPITAL*
6. *Providing TECHNICAL ASSISTANCE*
7. *Enhancing access to BUSINESS CAPITAL*
8. *Fostering LEADERSHIP SKILL DEVELOPMENT*
9. *Diversifying ENERGY RESOURCES*
10. *Furthering overall REGIONAL CAPACITY*

NCRPC staff has identified the following projects in the area that likely will occur within the next three to five years. Staff is providing project planning, readiness and fund development services for these projects at the present time. They are reflective of the general needs outlined above.

The below tables detail many of these and other community planning and betterment pursuits.

Housing Improvements		
Location	Project Type	Potential Funding Sources
Abilene, City of	Housing Rehabilitation	Private – CDBG
Ellsworth, City of	Housing Rehabilitation	Cash – CDBG
Cawker City, City of	Housing Rehabilitation	Cash – CDBG
Clay Center, City of	Housing Rehabilitation	Private – CDBG/Mod Income
Clyde, private	Housing Development	LIH Tax Credit & Historic TC
Glen Elder, City of	Housing Rehabilitation	Cash – CDBG
Longford, City of	Housing Rehabilitation	Cash – CDBG
Mankato, City of	Housing Rehabilitation	Cash – CDBG
Marysville, City of	Housing Rehabilitation	Private–Moderate Income Housing Funding
Scandia, City of	Housing Rehabilitation	Cash – CDBG
Wilson, City of	Housing Rehabilitation	Cash – CDBG
Linn, City of	New Housing Development	LIH Tax Credits – HUD
Salina, City of	New Housing Development	LIH Tax Credits – HUD – RBDTC Funds

11 private construction contractor jobs expected

Water System Improvements		
Location	Project Type	Potential Funding Sources
Belleville, City of	Water Distribution System	Bonds – CDBG – KDHE RLF
Beverly, City of	Water Source	CDBG – KDHE RLF
Clay County RWD#2	Water District Source / Distribution System	Bonds – CDBG – KDHE RLF
Cuba, City of	Water Distribution System	Bonds – CDBG-Rural Develop.
Dickinson County RWD#1	Water storage / distribution	Bonds – CDBG – KDHE RLF
Green, City of	Water System	Bonds – CDBG-Rural Develop
Greenleaf, City of	Water source / distribution	Kan-Step – Volunteer Labor
Lincoln, City of	Water Distribution System	Bonds –CDBG-Rural Develop.
Miltonvale, City of	Water Source	CDBG – KDHE RLF
Summerfield, City of	Water Source	Cash – CDBG - RWD Loan

4 private contractor job creations projected

Community Facilities		
Location	Project Type	Potential Funding Sources
Belleville, City of	Community Center	CDBG – USDA – Local
Bennington, City of	Community Center	CDBG – KAN STEP – Local
Clay Center	Library Modifications	Local – Heritage Trust Fund
Dickinson County	Community Center	Private/Public Cash – CDBG
Frankfort, City of	Fire Station	Bonds – CDBG
Lincoln, City of	Community Center	CDBG – Bonding– Local
Sylvan Grove	Community Center & VFW	Private/Public Cash – CDBG
Munden, City of	Community Building	Cash – CDBG
North Central Kansas Technical College	Building Expansion to House Electrical Workforce Program	Education Credits

3 private construction contractor job creations projected

Infrastructure		
Location	Project Type	Potential Funding Sources
Abilene, City of	Trafficways & Roads for Business	Local Cash –through Sales Tax
Beloit, City of	Municipal Airport Runway	Local Cash – FAA
Chapman, City of	Trafficways & Streets	Local Cash – Bonds – CDBG
Cloud County	Roads to Rural Industry	Bonds – Local Cash
Ellsworth, City of	Municipal Airport Runway	FAA – Local Cash
Jewell, City of	Trafficways & Streets	Local Cash – Bonds – CDBG
Jewell County	Bridges	Local Cash – CDBG
Marshall County	Bridges	Local Cash – CDBG
Minneapolis, City of	Fiber Optic Cable to Industry	RBDTC Funding
Republic County	Roads to industry	Bonds – Tax Increment Financing
Salina, City of & Airport	Trafficways & Roads for	Local Cash – Bonds & Possibly

Authority	Business & Industry	EDA or Tax Increment Funds
Saline County	Roads to support industry	Local Cash – Bonds - EDA
Sylvan Grove, City of	Trafficways & Streets	Local Cash – Bonds – CDBG
Washington County	Bridges	Local Cash – CDBG

6 private construction contractor job creations projected

Miscellaneous Infrastructure		
Location	Project Type	Potential Funding Sources
Clay County	Solid Waste Reduction Recycling Facility	KDHE – Local Cash
Clay Center, City of	Park & Swimming Pool	Local Cash – Sales Tax
Concordia, City of	Park Improvements	Local Cash – Volunteers
Jewell RFD	Personal Safety Equipment	Homeland Security
Beloit, City of	Safe Routes to School	KDOT – Local
Ellsworth, City of	Safe Routes to School	KDOT – Local
Marysville, City of	Fire Fighting Equipment	FEMA – Local
Marshall County	Historic Preservation	Kansas Heritage Trust Fund
Mitchell County	Rural Fire District Truck	FEMA – Local Cash
NC Kansas HazMat Team	Personal Safety Equipment	Homeland Security
Salina, City of	Personal Safety Equipment	Homeland Security
Homeland Security Councils	Personal Safety Equipment	Homeland Security

2 private construction contractor job creations projected

Business / Entrepreneurship Development		
Location / Inquiry	Project Type	Potential Funding Sources
Beloit, City of	Business Support Program	Commercial Rehab CDBG with private funding
Concordia, City of	Business Support Program	Commercial Rehab CDBG with Private Funding
Clay County Economic Development	Business Services to local manufacturer	NCK RBD Initiative; FORDI; SBA; bank
NESIKA, LLC (Republic County)	County road improvement	Bonds; State Highway Loan
Republic County Economic Development	Continued Marketing Program for Area Vegetable Producers	NCK RBD Initiative; Farmers; Duclos Foundation; Donations
Cloud Corp. Development	Labor Numbers and Workforce Recruitment	NCK RBD Initiative; Local sources
Solomon Valley Economic Development	Labor Numbers and Workforce Recruitment	NCK RBD Initiative; Local sources
Clay County Economic Development	Labor Numbers and Workforce Recruitment	NCK RBD Initiative; Local sources
Republic County Economic Development	Labor Numbers and Workforce Recruitment	NCK RBD Initiative; Local sources
Matrix LLC (Ottawa/Saline Counties)	Equity needs in support of new product line	RBDTC; Angel Investors
Salina Area	Entrepreneurship	NCK RBD Initiative; City of

	Development Program	Salina ED Fund; Salina Chamber; Salina Downtown, Inc.
Small Business Development Center of NC Kansas	Entrepreneurship Support Program	NCK RBD Initiative; Cloud County and Area Economic Development
Throughout the 12 counties of the NCRPC district	Various gap financing of business developments and expansions	SBA, RLFs, NCKCN loan pools, RBDTC Initiative, private lenders and owner equity
Potential Area Investors (Marshall County, Mitchell County, Saline County, Washington County)	Wind Energy Education	KCC; American Wind Energy Association, Kansas Farm Bureau
Salina, City of & Saline County and NCKansas	Bulk Materials Innovation Research Facility	Private Industries, Kansas State University, City of Salina, Salina Economic Development Corp., State of Kansas, NCK RBD Initiative & Economic Dev.Admin.
		43 private job creations projected
		Overall, 69 private job creations projected

PERFORMANCE MEASURES

The NCRPC will measure its performance through the following means. Additionally, any committee suggestions or changes to the CEDS plan will be brought forth and contemplated before they are recommended to the executive board for final insertion. During the fiscal year, the NCRPC staff will continue to gauge its activities and gather information on its impact in the vast and diverse region it represents. Overall, evaluating progress toward achieving the objectives identified in the CEDS is valued. This process will begin in earnest during the summer of 2014, as the organization undertakes a unique strategic performance examination.

This will involve:

- Identifying key customers and assembling a new core strategy review team,
 - Conducting monthly team meetings (for a year depending on how quickly the team engages),
 - Quarterly project leadership meetings with two NCRPC staff members and an outside facilitation expert over a year and one-half period,
 - Conduct staff interviews relevant to their skill sets related to NCRPC purposes,
 - Receive technical assistance through outside sources, and
 - Interact with the NCRPC executive board on progress and seek further direction
1. Each of the twelve (12) counties and a minimum of sixty-three (63) or 75% of the eighty-four (84) cities in the region will be visited by at least one (1) staff member every year. Such visits will be measured by staff attendance at public meetings; meetings with local civic groups; or visitations with local businesses.
 2. NCRPC staff activity will assist or support in the development of a minimum of five (5) new businesses each year.
 3. NCRPC staff activity will attract a minimum of \$1.0 Million in new private capital investment each year.
 4. NCRPC staff activity will assist in the creation of at least twenty (20) new jobs each year.
 5. The majority of newly created jobs will, on average offer wages that equal or exceed the Average Earnings per Job of the county in which the business is located.
 6. NCRPC staff activity will assist in the retention of a minimum of twenty (20) existing jobs each year.
 7. NCRPC staff activity will build upon the capital base currently present in the region by raising a minimum of \$250,000 in new capital benefiting the economic development and business finance needs of North Central Kansas each year.

8. NCRPC staff activity will indirectly or directly assist a minimum of five (5) new single family houses to be constructed each year.
9. NCRPC staff activity will assist in securing needed financing for a minimum of six (6) public infrastructure projects each year.
10. NCRPC staff activity will assist cities in accessing funds to rehabilitate a minimum of fifteen (15) single family houses each year.
11. NCRPC staff activity will improve the energy efficiency of a minimum of forty (40) living units (i.e, single family houses, duplexes, apartments, etc.) each year within North Central Kansas.
12. NCRPC staff will work with six (6) Homeland Security Councils in Kansas and primarily in the Northeast and North Central Regions it will as fiscal agent support the disaster response training and readiness activities for each council providing for a minimum of fifty (50) engaged practitioners.

DISASTER PREPAREDNESS & RECOVERY IN NORTH CENTRAL KANSAS

The North Central Regional Planning Commission (NCRPC) has long been a “goals oriented” organization. Some of the organizational objectives are to engage, support and deliver readiness assistance. The NCRPC has a role as fiscal agent to six of seven regional homeland security councils in Kansas. It focuses on enabling each regional council to achieve respective emergency preparedness and response goals. As a result, the NCRPC works with each region and state authorizing agency, the Kansas Highway Patrol as well as the Kansas Department of Emergency Management, to develop and maintain a



Figure 5 Chapman Disaster Response Scene 2008

comprehensive account of training done, of equipment and materials purchased and placed across this region and other parts of the state for disaster response and securing homeland safety. It also enables increased inter-regional cooperation, collaboration and development. Cooperation between regions is also able to be strengthened as a result. It is expected at the state and regional levels.

The NCRPC refers more extensive hazard mitigation planning to the Kansas Department Emergency Management (KDEM). <http://www.kansastag.gov/kdem.asp?PageID=82> expresses more on this collaborative assistance. KDEM conducts the field work with the local officials to finalize plan completion. In addition to assisting with preparedness, the NCRPC also stands ready to support any small or large emergency circumstance. Responses to the tornadoes of 2008 in Jewell and in Chapman as well as the flooding in much of 1993 are great examples. NCRPC deployed staff to pick up small pieces of the places, and to work on long-term recovery efforts. Homes were rebuilt and vital infrastructure is sounder. Also, businesses are operating again. Moreover, vulnerable structures are removed from disaster prone locations.

In short, NCRPC supports and encourages its counties and their communities to:

- Engage in pre-disaster recovery and mitigation planning
- At least annually appraise the county-wide risks and susceptibility
- At least annually identify and make ready recovery resources for the county and its communities
- Participate and implement business succession planning
- Ensure resources are available for those who are younger and weaker such as the aged population and special needs residents. The North Central Kansas chapter of the American Red Cross and local ministerial alliances as well as OCCK and Twin Valley Developmental Services are engaged in such resource provision all over the NCRPC area.

- Affirm shelters. The 2007 ice storm and power outage helped re-affirm local disaster shelter establishment. Shelter locations are set for each county and in most small cities in each county. Local emergency management has identified these in all of the NCRPC district with the help of the NCK Red Cross. A regional exercise was conducted for such purposes in 2013.
- Confirm allies for recovery efforts, at the local, regional and state levels and keep in mind their capabilities and availabilities
- Review their immediate evacuation procedures and re-entry procedures
- Involve residential and business sectors in the planning and pre and post-recovery processes
- Look at recovery time frames utilizing various scenarios
- Practice these facets of response and recovery in the course of active exercises on an annual basis.

The economic development district is prepared to work with its state and federal partners to make use of any tools available for long-term recovery in the event of a disaster in the region. EDA, FEMA, USDA Rural Development, Kansas Department of Transportation, Kansas Department of Commerce, Kansas Highway Patrol, Kansas Department of Health and Environment, and the Kansas Department of Emergency Management and Adjutant General are just a few of the partners the region has already developed relations with. As a result, valuable resources can be placed into service during a disaster response and ease the process of economic recovery. In doing so, the region will follow the state plan for disaster response. The region aligns with the 2014 Kansas State Response Plan which is at the website http://kansastag.gov/AdvHTML_doc_upload/2014%20KRP%20FINAL.pdf

Regional & State Partners

Clay County

www.claycountynecodevo.com/

Lori Huber

517 Court Street

Clay Center, KS 67432

(785) 632-5974

lori@claycountynecodevo.com

Cloud County Cloud Corp.

www.cloudcorp.net/

Ashley McMillan, Executive Director

606 Washington Street, Suite B

Concordia, KS 66901

(785) 243-2010

Ashley.McMillan@cloudcorp.net

Cloud County Tourism

Tammy Britt & Susie Haver, Co-Directors

www.cloudcountytourism.com/

Dickinson County

<http://www.dkcoks.org/>

Janelle Dockendorf, Budget Dir./Dev.Coordinator

109 E. First Street, Suite # 208

Abilene, Kansas 67410

(785) 263-3120

jdockendorf@dkcoks.org

City of Abilene

www.abilenecityhall.com/

David Dillner, City Manager

Abilene, KS 67410

(785) 263-2550

citymgr@abilenecityhall.com

Ellsworth County

Smoky Hill Development Corporation

Rob Fillion, Director

114 ½ N. Douglas Street, P.O. Box 321

Ellsworth, KS 67439

(785) 531-2479

Rob_Fillion@yahoo.com

Jewell County

Jewell County Economic Development

Cheyenne Erichsen

(785) 378-7036

jccda@nckcn.com

Marshall County Development

www.marshallco.net/

1201 Broadway, P.O. Box 391

Marysville, KS 66508

(785) 562-9820

mcedc@bluevalley.net

Mitchell County

www.beloitks.org/departments/community-development

Heather Hartman, Director

123 N. Mill, P.O. Box 567

Beloit, KS 67420

(785) 738-3000

hhartman@beloitks.org

Ottawa County

<http://www.ottawacounty.org>

Phil Aumick, Director

209 E. 9th Street, Suite A

Minneapolis, KS 67467

(785) 392-3630

ottawacountyedc@att.net

Republic County

www.republiccountykansas.com/

314 Main Street

Courtland, KS 66939

(785) 527-2310

rced@nckcn.com

Saline County

Salina Area Chamber of Commerce

www.salinakansas.org/

Dennis Lauver - President

120 W. Ash Street

Salina, KS 67401

(785) 827-9301 dlauver@salinakansas.org

Salina Airport Authority
<http://www.salinaairport.com>
Tim Rogers - Executive Director
3237 Arnold Avenue
Salina, KS 67401
(785) 827-3914
trogers@salair.org

Salina Downtown, Inc.
www.salinadowntown.com/
Melissa Hodges, Executive Director
P.O. Box 1065
Salina, KS 67401
(785) 825-0595
mhodes@salinadowntown.com

Washington County
Washington County Tourism
214 C Street
Washington, KS 66968
(785) 325-2974

State of Kansas

Kansas Department of Commerce
1000 SW Jackson
Topeka, KS 66612
www.kansascommerce.com

Kansas Dept. of Health & Environment
1000 SW Jackson
Topeka, KS 66612
www.kdheks.gov/

Kansas
Topeka, KS 66603
www.kansashighwaypatrol.org/
Kansas Housing Resources Corp.
611 S. Kansas Ave., Suite 300
Topeka, KS 66603
www.kshousingcorp.org/

U.S. Department of Commerce

Economic Development Administration
410 17th Street
Denver, CO 80202
www.eda.gov

U.S. Department of Agriculture
Rural Development
1303 SW First American Place
Topeka, KS 66604
www.ruraldev.usda.gov/ks/

University Centers in Kansas

Advanced Manufacturing Institute
Kansas State University
2602 East McCall Road
Manhattan, KS 66502
www.k-state.edu/ami/

Institute for Policy & Social Research
University of Kansas
1541 Lilac Lane, Blake Hall
Lawrence, KS 66045
www.iprsr.ks.edu/

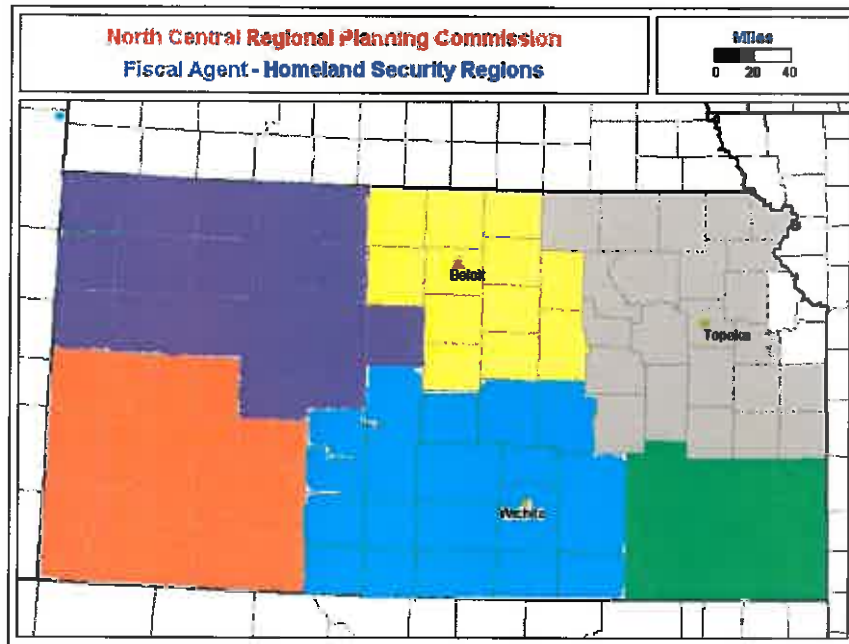
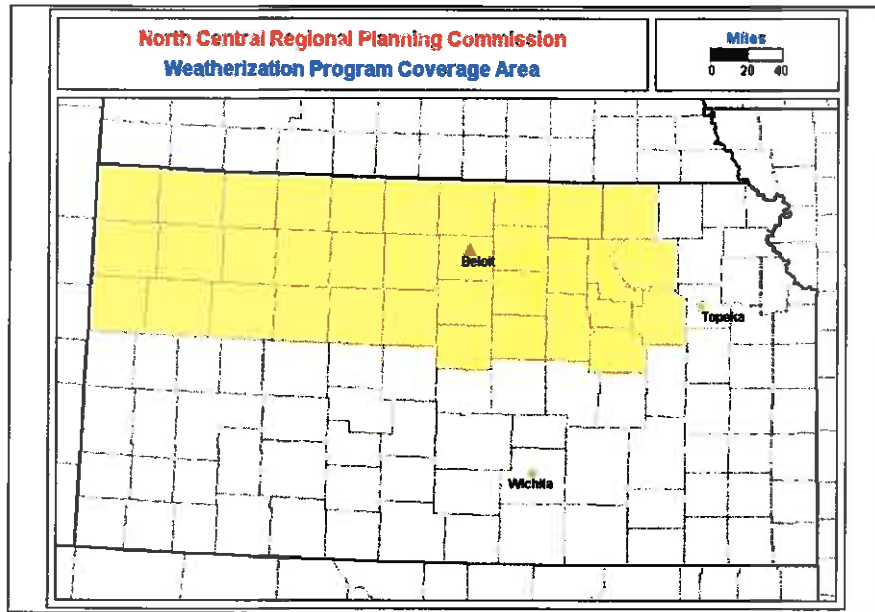
Community & Technical Colleges

Cloud County Community College
Concordia, KS 66901
www.cloud.edu

North Central Kansas Technical College
Beloit, KS 67420
www.ncktc.edu

Salina Area Technical College
Salina, KS 67401
www.salinatech.edu

APPENDIX A – NCRPC UNIQUE SERVICE PROVISION MAPS



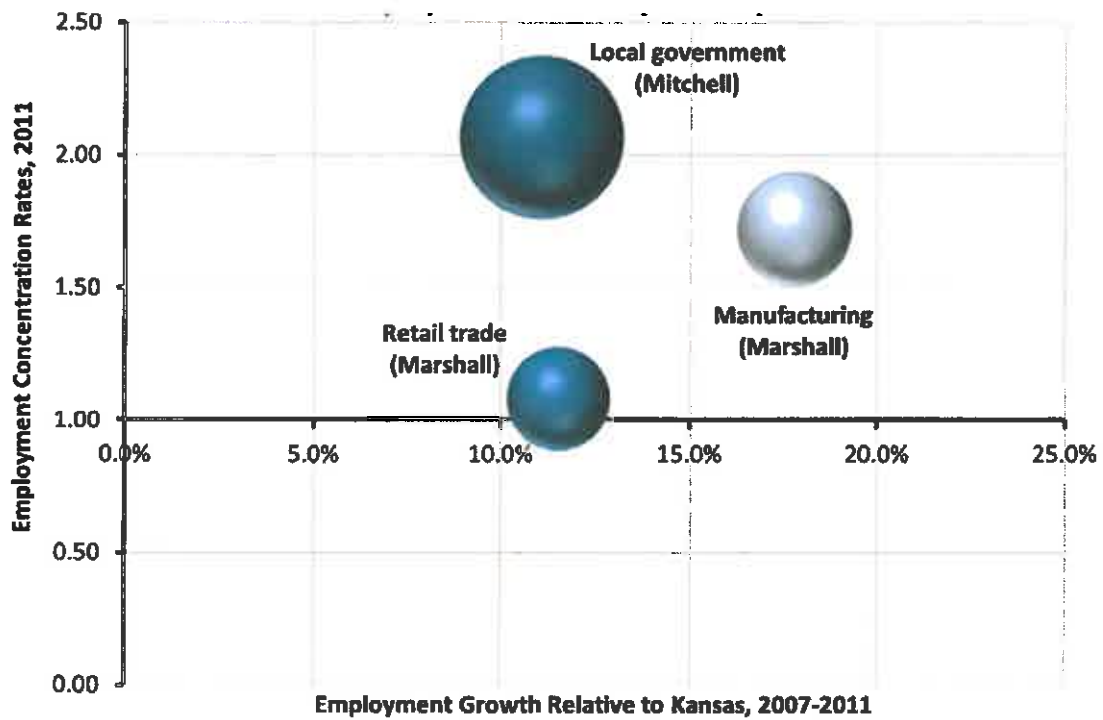
APPENDIX B

NCRPC & Other Counties with Inward Bound Commuter Employment Map, 2007-2011



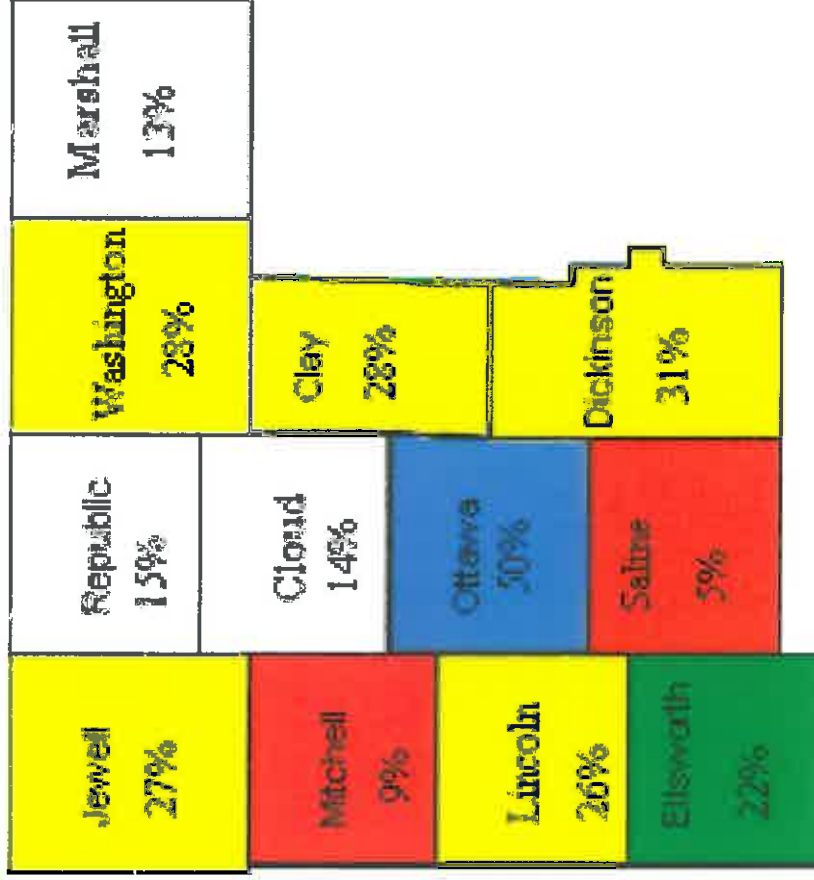
Source: U.S. Census Bureau, 2011 American Community Survey 5-Year Estimates

NCRPC Counties with Inward Bound Commuters by Major Type, 2007-2011



Out-Commuting Patterns from High to Low

NCRPC Region



Countries in Blue are in Top Quintile (35-67%) **Countries in White are in the Next Quintile (12-24%)**
Countries in Yellow are in Next Quintile (24-33%) **Countries in Red are in the Bottom Quintile (4-12%)**
Countries in Green are in Next Quintile (17-24%)

APPENDIX C

NCRPC HOUSING PROJECTS FUNDED AND IMPLEMENTED, 1979 – Current						TOTAL
Project#	YEAR	PROJECT DESCRIPTION	FUNDING SOURCE	CATEGORY	GOVERNING BODY	PROJECT COST
1	1979	Housing Rehabilitation	HUD	Housing	City of Simpson	\$ 84,000
2	1979	Housing Rehabilitation	HUD	Housing	City of Beloit	\$ 113,000
3	1992	Storm Rehabilitation	CDBG	Housing	Mitchell County	\$ 320,000
4	1992	Storm Rehabilitation	CDBG	Housing	Cloud County	\$ 330,000
5	1992	Storm Rehabilitation	CDBG	Housing	City of Clyde	\$ 150,000
6	1992	Storm Rehabilitation	CDBG	Housing	City of Glasco	\$ 126,500
7	1992	Storm Rehabilitation	CDBG	Housing	Washington County	\$ 149,000
8	1993	Property Acquisition	CDBG	Disaster Recovery	City of Ellsworth	\$ 300,000
9	1993	Housing Rehab & Relocation	CDBG	Disaster Recovery	Ellsworth County-Kanopolis	\$ 300,000
10	1993	Housing Rehabilitation	HOME & Local	Disaster Recovery	City of Tescott	\$ 649,000
11	1993	Housing Rehabilitation	HOME	Flood Rehabilitation	Dickinson County	\$ 300,000
12	1993	Housing Rehabilitation	HOME	Flood Rehabilitation	Ottawa County	\$ 180,000
13	1995	Housing Rehabilitation	HOME	Housing	City of Glasco	\$ 187,500
14	1995	Demonstration Proj. Housing	HOME	Housing Rehabilitation	Mitchell County for 6 Counties	\$ 200,000
15	1995	Demonstration Proj. Housing	HOME	1st Time HomeBuyer	Mitchell County for 6 Counties	\$ 200,000
16	1996	LIHTC Apartments	HOME	Housing Dev.	Beloit Development, LP	\$ 1,300,000
17	1996	Housing Rehabilitation	CDBG	Housing	Sylvan Grove	\$ 347,300
18	1996	Housing Rehabilitation	HOME	Housing	Ellsworth County	\$ 266,000
19	1997	Housing Rehabilitation	HOME	Housing	City of Glasco	\$ 375,000
20	1997	Neighborhood Redevelopment	CDBG	Housing Infrastructure	City of Abilene	\$ 403,000
21	1997	Comprehensive	CDBG	Housing Rehabiltn.	Lincoln County	\$ 220,000
22	1998	Comprehensive	CDBG & HOME	Housing Rehabiltn.	City of Jewell	\$ 300,000
23	1998	Housing Rehabilitation	CDBG	Housing	City of Hunter	\$ 300,000
24	1998	Housing Rehabilitation	HOME	Housing	City of Tipton	\$ 260,680
25	1999	Housing Rehabilitation	HOME	Housing	City of Jewell	\$ 196,750
26	1999	Housing Rehabilitation	HOME	Housing	City of Hope	\$ 216,000
27	2000	Housing Rehabilitation	HOME	Housing	City of Beverly	\$ 287,050
28	2000	Housing Rehabilitation	CDBG	Housing	City of Clyde	\$ 300,000

29	2000	Housing Rehabilitation	CDBG	Housing	City of Haddam	\$ 300,000
30	2000	Housing Rehabilitation	CDBG	Housing	City of Miltonvale	\$ 300,000
31	2002	Housing Rehabilitation	CDBG	Housing	City of Courtland	\$ 332,000
32	2002	Neighborhood Redevelopment	CDBG	Housing Infrastructure	City of Delphos	\$ 335,000
33	2002	Comprehensive	HOME	Housing	City of Jamestown	\$ 295,680
34	2003	Housing Rehabilitation	CDBG	Housing	City of Munden	\$ 400,000
35	2004	Housing Rehabilitation	CDBG	Housing	City of Cawker City	\$ 310,000
36	2005	Housing Rehabilitation	CDBG	Housing	City of Frankfort	\$ 336,960
37	2005	Comprehensive	CDBG	Housing	City of Mankato	\$ 204,560
38	2005	Housing Rehabilitation	CDBG	Housing	City of Scandia	\$ 327,905
39	2005	Housing Rehabilitation	CDBG	Housing	City of Vining	\$ 324,962
40	2006	Housing Rehabilitation	CDBG	Housing	City of Belleville	\$ 270,260
41	2006	Neighborhood Redevelopment	CDBG	Housing Infrastructure	City of Clay Center	\$ 419,786
42	2007	Housing Rehabilitation	CDBG	Housing	City of Blue Rapids	\$ 377,304
43	2007	Housing Rehabilitation	CDBG	Housing	City of Narka	\$ 368,400
44	2008	Housing Rehabilitation	HOME	Housing	City of Abilene	\$ 262,500
45	2008	Housing Rehabilitation	CDBG	Housing	City of Clifton	\$ 284,299
46	2008	Housing Rehabilitation	USDA Rural Dev. HPG	Housing	City of Clifton	\$ 48,000
47	2008	Housing Rehabilitation	CDBG	Housing	City of Linn	\$ 294,327
48	2009	Housing Rehabilitation	USDA Rural Dev. HPG	Housing	City of Abilene	\$ 48,000
49	2009	Housing Rehabilitation	CDBG	Housing	City of Barnes	\$ 236,700
50	2009	Housing Rehabilitation	CDBG	Housing	City of Cawker City	\$ 381,500
51	2009	Housing Rehabilitation	CDBG	Housing	City of Glen Elder	\$ 310,300
52	2009	Housing Rehabilitation	CDBG	Housing	City of Salina	\$ 382,600
53	2010	Housing Rehabilitation	HOME	Housing	City of Abilene	\$ 315,000
54	2011	Housing Rehabilitation	CDBG	Housing	City of Blue Rapids	\$ 391,900
55	2011	Housing Rehabilitation	CDBG	Housing	City of Enterprise	\$ 390,250
56	2011	Housing Rehabilitation	HOME	Housing	City of Salina	\$ 262,500
57	2012	Housing Rehabilitation	CDBG	Housing	City of Clyde	\$ 377,000
58	2012	Housing Rehabilitation	CDBG	Housing	City of Concordia	\$ 341,800
59	2012	Housing Rehabilitation	CDBG	Housing	City of Glen Elder	\$ 400,000
60	2012	Housing Rehabilitation	CDBG	Housing	City of Wilson	\$ 400,000

61	2013	Housing Rehabilitation	CDBG & Local	Housing	City of Mankato	\$ 444,500
62	2013	Housing Rehabilitation	CDBG & Local	Housing	City of Cawker City	\$ 395,700
63	2013	Housing Rehabilitation	CDBG & Local	Housing	City of Wilson	\$ 396,900
64	2014	Housing Rehabilitation	CDBG & Local	Housing	City of Beloit	\$ 442,000
65	2014	Housing Rehabilitation	CDBG & Local	Housing	City of Ellsworth	\$ 400,000
66	2014	Housing Rehabilitation	CDBG & Local	Housing	City of Longford	\$ 372,000
			TOTAL HOUSING ASSISTED FUNDING SINCE NCRPC BEGAN			\$ 20,841,373